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Stuttgart victories  
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**TOMORROW'S  
Weekend FT**  
In search of a vanished  
Jewish community

# FINANCIAL TIMES

Established 1821 Business newspaper

FRIDAY AUGUST 27 1993

D8523A

## Bundesbank key interest rates remain unaltered

The German Bundesbank maintained its monetary policy and refused to cut its most important interest rates in spite of expectations by the financial markets. In a renewed show of determination to take a long-term view of inflation prospects and the growth of money supply in the German economy, the central bank council left its discount rate at 5.75 per cent, and the Lombard rate at 7.75 per cent.

Economists in Paris said the decision could delay reductions in French interest rates. Page 14; Editorial Comment, Page 13; Lex, Page 14

**UK recovery hopes:** Hopes that the UK's economic recovery may prove lasting were boosted by news that UK manufacturers' order books are at their best levels for 3½ years. Page 14

**Babangida makes way for new ruler:**

General Ibrahim Babangida stepped down as Nigeria's military ruler and installed a non-elected administration of civilians and soldiers, in which the military is expected to remain strong. It remained unclear what role may be played by Gen Babangida, who seized power in 1985. Chief Ernest Shonekan (left), head of the outgoing administration which served under Gen Babangida, was named as head of Nigeria's interim government. Page 14

**Bosnian factions vote:** The assemblies of the three factions fighting in Bosnia vote today on the proposal to divide their republic put forward last week by Lord Owen and Mr Thorvald Stoltenberg, international mediators. Page 3

**Reuters shareholders flock to take advantage of the international news and information group's special £350m (\$818m) share buy-back offer.** Page 15

**Chemical groups gloomy:** Two of Europe's biggest chemical companies, both German-based, warned that there is no prospect of economic recovery in Europe this year. Profits at BASF fell by 51 per cent in the second quarter to DM245m (£14.2m), while Bayer expects earnings to drop 20 per cent to around DM21bn (£1.1bn) this year. Page 15; Details, Page 17

**Sweden jolted by IMF report:** Sweden's centre-right government was jolted by a leaked report from the International Monetary Fund which said its plans for cutting the country's huge budget deficit was inadequate. Publication of the report in a newspaper prompted a slide in the Swedish krona and a rise in interest rates. Page 3

**Russian options for CIS:** Russia is offering members of the Commonwealth of Independent States a choice of three options for economic relationships and co-operation. Page 3

**Continental,** the German tyre maker, saw earnings slide for the first half, with net profits at DM21.8m (£18.5m) compared with DM118.7m year on year. Page 15

**Brazil telecoms chief faces quiz:** The president of Telesbrás, Brazil's state telecommunications company, has been called to testify before Congress, to explain allegations that his former finance director attempted to extort \$15m from Merrill Lynch, the US securities house. Page 4

**Taiwan jet talks continue:** Talks on rescuing the proposed regional jet joint venture between British Aerospace and Taiwan Aerospace Corporation splintered into a series of meetings largely among Taiwanese officials over the details of a draft deal. Page 6

**NEC,** the Japanese electronics group, has downgraded forecasts for pre-tax profits for the year ending next March to Y30bn (£283m) from Y50bn, citing prolonged weakness in the Japanese economy. Page 17

**Skanska and NCC,** the two leading Swedish construction and real estate groups, reported sharply improved first-half figures. But they relied on gains from divestments and the absence of write-downs to compensate for the continued deterioration in market conditions. Page 16

**Heineken,** the big Dutch brewer, is recalling 3.12 million bottles shipped to eight countries in the last two weeks, because of fears that a fault in the glass could cause small glass chips to fall into the beer. Page 1

| STOCK MARKET INDICES    |            | STERLING   |                               |
|-------------------------|------------|------------|-------------------------------|
| FTSE 100                | 307.92     | (same)     | New York luncheon: \$ 1,510.5 |
| Yield                   | 3.73       |            | S 1,510.5                     |
| FT-SE Eurotrack 100     | 1288.46    | (+12.47)   | London                        |
| FT-A All-Shares         | 1527.83    | (0.05%)    | S 1,507.5 (14.26%)            |
| Mikex                   | 2059.76    | (+70.31)   | DM 2.915 (5.02%)              |
| New York luncheon       |            |            | FF 8,007 (8.87%)              |
| New Jones Ind Inv       | 3644.97    | (-7.92)    | 2215 (2.2)                    |
| S&P Composite           | 895.55     | (-0.59)    | I 157.5 (15.5%)               |
|                         |            |            | E Index 80.7 (80.2)           |
| 3-mo LUNCHTIME RATES    |            |            |                               |
| Federal Funds           | 3.1%       |            |                               |
| 3-mo Treasury Bills: Yd | 3.034%     |            |                               |
| Long Bond               | 101.4      |            |                               |
| Yield                   | 6.119%     |            |                               |
| LONDON MONEY            |            |            |                               |
| 3-mo Interbank          | 5.7%       | (same)     | London: £ 1,658 (1.88%)       |
| Lifte long gilt future  | Sept 11/21 | Sept 12/23 | DM 1,895 (5.26%)              |
| NORTH SEA OIL (Argus)   |            |            | FF 5,822.5 (5.26%)            |
| Brent 15-day (Ode)      | \$17.03    | (17.0)     | Y 1,404.4 (10.43%)            |
| Gold                    |            |            | I 65.5 (55.6)                 |
| New York Comex Dic      | \$370.5    | (375.5)    | E Index close Y 103.15        |
| London                  | \$367.5    | (371.25)   | Tokyo close Y 103.15          |

Headquarters and homes of ex-GM executives searched in alleged espionage probe

## Police raid VW head offices for Opel data

By Christopher Parkes  
in Frankfurt, Judy Dempsey  
in Wolfsburg and Quentin Peel  
in Bonn

MORE than 60 police and criminal investigators yesterday raided Volkswagen's head offices and the homes of several VW executives to search for secret data allegedly stolen from Adam Opel, the General Motors German subsidiary.

At 9.30am, search squads simultaneously entered eight sep-

arate locations in and around Wolfsburg in the most dramatic move yet in four-month-old investigation into allegations of industrial espionage against Mr José Ignacio López de Arriortúa, VW's production director, and three colleagues.

The residences of the four men, all of whom abruptly joined VW from the US group last March, are understood to have been among the targets. Also searched was the VW management institute in Braunschweig, close to the company headquarters in Wolfsburg, and the group's official guesthouse.

Around 20 public prosecution officials, an unknown number of officers from the federal criminal bureau and 40 police from three municipal forces are believed to have taken part.

The search had been suspended by 10.30 last night, but officers were due to return this morning, a VW spokesman said. He had no information on any material which might have been removed.

The raid is the most significant development made known publicly since confirmation in mid-July that secret Opel documents.

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## Germany to tighten curbs on far right

By Ariane Genillard in Bonn

MR Manfred Kanther, Germany's interior minister, yesterday pledged to step up surveillance of far-right organisations as the number of racist crimes was reported to have risen dramatically last year.

Crimes committed by far-right groups increased by 70 per cent in 1992 to 2,584, of which 17 led to deaths. More than 90 per cent of the violence was directed against foreigners, the office for the protection of the constitution, the German internal security agency, said in its annual report. The wave of politically-motivated violence is continuing this year, with 1,300 crimes reported in the first six months.

The number of people joining far-right organisations rose by 2,000 to nearly 43,000 last year. Members were spread in 82 groups, as compared with 76 the year before.

Mr Kanther said the security services would intensify their surveillance of groups from both the far right and the far left. But he stressed that police and legal actions should be combined with social and educational measures to prevent more youngsters from joining existing far-right organisations.

Mr Kanther blamed the media for showing violence on television and called on municipalities to take measures to get young, jobless people "off the streets".

Such words are likely to provide little comfort to organisations which have been lobbying for tough action to crack down on far-right violence.

Leaders of the local Turkish community, whose members have been regularly singled out for murder attempts, have been calling for a strict anti-discrimination law as well as bans on extreme political organisations. They say that the conservative government has been reluctant to investigate the links between the aggressors and far-right political groups.

The federal Interior Ministry last year banned three of the 24 existing far-right groupings in Germany.

Legal suits have also been brought against two of their leaders for abusing the freedom of expression guaranteed in the constitution.

Mr Kanther said bans were a last resort. He added that no new law was needed but that the existing legal framework should be improved. Measures proposed by the government aim to facilitate police investigations and to introduce higher penalties for people obstructing the judiciary.

Far-left groupings increased their membership by 2,000 last year to 26,500 members.



The UN under-secretary-general for peacekeeping, Mr Kofi Annan, entering the Bosnian presidency building in Sarajevo yesterday for a meeting with President Alija Izetbegovic

## Bosnian peace plan awaits final Moslem verdict

By Laura Silber in Belgrade and Michael Littlejohns, UN Correspondent in New York

THE future of the peace plan for Bosnia today hangs in the balance as the three ethnic assemblies vote on a proposal to divide their republic.

The Bosnian parliament was seen as holding the most crucial vote as Serb and Croat assemblies were likely to back the plan after endorsement by their leaders. Mr Alija Izetbegovic, Bosnia's president, has already said he could not support the proposal which leaves the mostly Moslem party's warring parties accept a Geneva peace deal.

Bosnia's Serb, Croat and Moslem leaders are due to return to Geneva next week to deliver the verdicts of their parliaments.

Deputies to the Serb assembly yesterday met behind closed-doors in Pale, their mountain stronghold outside Sarajevo, amid reports of complaints that Serb leaders had given too many concessions to their rivals.

The proposed map, put forward last week by Lord Owen and Thorvald Stoltenberg, international mediators, in an attempt to end the 17-month war gives Serbs about 54 per cent of territory, Croats 17 per cent, and Moslems some 29 per cent.

In a move to consolidate his control over the Yugoslav

## UN chief to warn Nato on troops

By Michael Littlejohns at the UN, New York

ARMY, Serbian President Slobodan Milosevic yesterday sacked 42 generals, including chief-of-staff, General Zivota Panic. He will be replaced by Gen Momcilo Perisic, age 49, who was promoted to that rank during the Croatian war. He drew widespread criticism in April 1992 for ordering intense bombardment of the southwestern town of Mostar, now consumed by Croat-Moslem clashes.

The European Community yesterday said it would study how it can help administer Mostar provided Bosnia's warring parties accept a Geneva peace deal.

The carefully worded statement, issued through the Belgian presidency, avoided any final commitment to the idea announced by Lord Owen last week that the EC should take charge of administering Mostar for two years.

In New York, it was announced last night that Mr Thorvald Stoltenberg, the UN special envoy, and Gen Jean Cot, force commander, had ordered an investigation into allegations of "improper conduct" by UN troops and civilian personnel in former Yugoslavia.

This was focusing on Sarajevo where some UN soldiers and civilians are alleged to have trafficked in drugs and engaged in black marketeering and a prostitution racket.

Some troop contributors have been waiting 10 years for payment.

Mr Boutros Ghali warned members recently that if he did not receive new funds soon the UN would be bankrupt by the end of this month.

## NEWS IN BRIEF

### Efim's creditors may be repaid loans soon

CREDITORS to Italy's former Efim state holding company, put into voluntary liquidation in July 1992, could shortly be repaid half their loans, writes Hedi Simma in Milan.

Mr Alberto Predieri, the special administrator appointed to run Efim, said he had been authorised by the European Commission to begin repaying loans to the group's wholly-owned subsidiaries. Mr Predieri, who plans to meet Bank of Italy and treasury officials next Tuesday, said he hoped the repayments could begin next month. The remaining half of the loans is expected to be repaid by the end of the year.

Creditors have been waiting almost 14 months for reimbursement of their loans to Efim, which had total borrowings of about L13,000 (£7.8bn).

### Danish shipyard subsidies

Danish shipyards will receive a Dkr500m (£57.7m) subsidy package following an agreement yesterday between the industry ministry and key opposition parliamentary parties, AP-DJ reports from Copenhagen.

Unemployment in the Danish ship building sector has risen significantly in the last six months because of declining orders. The subsidy put forward by the government will take the form of loans at favourable interest rates for shipping lines ordering vessels from Denmark.

### Yeltsin gesture on Prague '68

Mr Boris Yeltsin, the Russian president, yesterday signed separate friendship and co-operation treaties with the Czech and Slovak republics, writes Patrick Blinn in Prague.

The treaties aim to set bilateral relations on a new footing and overcome memories of the Soviet-led invasion of the former Czechoslovakia in 1968.

### EC inflation climbs two points

The annual rate of inflation in the European Community rose two points to 3.5 per cent in July from June's 3.3 per cent, the first rise in more than a year, Reuter reports from Brussels.

The Community's statistical office, Eurostat, said that the annual rate of inflation in the 12-nation bloc had fallen steadily since May 1992. In July last year it was already down to 2.9 per cent. The statistics office said last month's rise was primarily due to marked increases in inflation in Belgium, the Netherlands and Portugal.

### Turkish central bank head

Turkey has appointed Mr Bülent Gültak, a former advisor, to head the central bank, filling the first of a number of key positions made vacant since Mrs Tansu Ciller became prime minister in June, writes John Murray Brown in Istanbul.

## Russians offer three economic options to CIS

By Leyla Boultou in Moscow

RUSSIA is offering members of the Commonwealth of Independent States a choice of three options for economic relations and co-operation.

Mr Herman Kuznetsov, deputy head of the government committee which deals with Commonwealth republics, said the first option was a 10-year treaty providing for the gradual construction of economic union.

A fast-track agreement for "intensive economic integration" was a second option, now being envisaged only by the three Slavic neighbours, Russia, Ukraine and Belarus. This would be in the form of a common trading area without internal customs barriers and with a common currency.

It would also give Ukraine a "way out" of its indebtedness to Russia by providing for joint ownership of valuable Ukrainian refineries and other industrial installations starved of Russian raw materials.

A third option, which any Commonwealth member could combine with either of the economic union treaties, was for a currency union.

This would create a new type of rouble zone which he compared to the zone of the franc operated by the Banque de France in some African countries.

Mr Kuznetsov explained that this menu of options, although complicated, was designed to help the CIS out of a rut whereby for the past 18 months all its members "had been equal but nothing had been achieved". Under the currency

## Paris comes to terms with new monetary order of the ERM

By John Riddick in Paris

FRANCE'S political and financial leaders have been tight-lipped about the direction of monetary policy in the three weeks since the European exchange rate mechanism was forced into humiliating reform.

However, remarks by Mr Edouard Balladur, the French prime minister, that France is in no hurry to return to the narrow fluctuation bands within the ERM suggest the French government is coming to terms with the new monetary order.

"It was a revealing comment," says Mr Christopher Potts, economist at Banque Indosuez in Paris. "It shows they are following a hybrid policy which is neither a free float nor a system in which interest rates are determined solely by the exchange rate."

Under the former system, the French franc could fluctuate by a maximum of 2.25 per cent from its central ERM parity. The currency crisis, however, broke the franc's close link with the D-Mark and forced the fluctuation band to be widened to 15 per cent.

The reform undermined the

central plank of French monetary policy, a strong franc and the tight link with the D-Mark. It presented Mr Balladur and the French financial authorities with the question of how to manage monetary policy in the new European exchange rate environment.

Mr Balladur's comment points to some answers. "We must not return in all haste to the narrow band of currency fluctuations. Neither must we seek, or without seeking it, get to the point where the wide band is reached," the prime minister said.

The implication is that the French government is adopting a more pragmatic stance to exchange rate and interest rate policy. "Their boundaries are less rigid than before," said one French economist. "Interest rates have a slightly higher

priority than before in guiding policy."

For the French government, this stance has several advantages. It gives them room for manoeuvre in cutting interest rates to help stimulate the recession-hit economy. The removal of tight exchange rate targets also increases the risks for currency speculators - strongly attacked by Mr Balladur for causing the currency crisis.

But the government's response to the new European monetary order does not represent a radical shift in economic policy.

The currency will remain an important constraint on reducing borrowing costs and the prime minister has consistently ruled out a strategy of rapidly reducing borrowing costs as the British did after the pound was forced out of

the ERM in September last year. "There are no miracle cures for our economic difficulties," said Mr Balladur on Wednesday, emphasising his continued commitment to anti-inflationary policies.

For interest rates, the result is likely to be a continuation of the policy of gradual reductions.

Overnight rates have been trimmed five times since the ERM reforms, bringing money market rates down to near pre-crisis levels. The 5- to 10-day and the intervention rate, which provides a floor for money market rates, remain unchanged at 10 per cent and 8.75 per cent respectively, but economists believe they, too, will be edged gradually downwards.

The pace of cuts will continue to be influenced by events in Germany. The refusal by the Bundesbank to cut interest rates yesterday may affect the timing of reduced borrowing costs.

However, it should not change fundamentally the process, and should drive home the arguments for a more independent approach to French monetary policy.

## IMF criticism jolts Stockholm

By Hugh Carnegy in Stockholm

SWEDEN'S centre-right government was jolted yesterday by a leaked report from the International Monetary Fund which said its programme to cut the country's huge budget deficit was inadequate.

The budget deficit stands at 16.5 per cent of gross national product, a level which the report said "dwarfs those in other industrial countries and provokes doubts about

Sweden's commitment to low inflation".

The fund said its proposals would bring the budget deficit down to zero in 1994, compared with the government's target of 4.3 per cent.

Mrs Anne Wibb, the finance minister, defended her policies, saying they provided "the best balance" for Sweden, given the need for a return to growth next year after a three-year period of recession.

## Global warming pact progresses

By Frances Williams in Geneva

THE INTERNATIONAL global warming treaty signed at the United Nations "Earth Summit" in June last year looks set to come into force ahead of expectations early in 1994, according to UN officials.

However, two weeks of negotiations in Geneva on the detailed implementation of the pact are due to end today without agreement on key issues such as finance and "joint implementation" - under which rich countries would gain credit for financing projects in poor states.

The framework treaty, signed by more than 160 nations, commits governments to curbing emissions of greenhouse gases

which warm the earth's atmosphere. It has now been ratified by 31 nations, against 50 required for entry into force, and another 34 have said they will ratify this year.

The pact will not, however, be fully operational until final decisions on its functioning are taken by a conference of member states tentatively scheduled for early 1995.

The most contentious issue for the 146-nation Geneva negotiations, intended to pave the way for the 1995 conference, has been the criteria for "joint implementation". The idea is disliked by environmentalists who fear it will weaken the resolve of industrialised countries, the biggest producers of warming gases, to curb their

own emissions. Supporters argue that it makes sense to start reducing global emissions where this can be done most cheaply and easily, which will often be in developing countries with low environmental standards.

On financing, developing countries are unhappy about the potentially dominant role of the Global Environment Facility run by the World Bank and the UN, which they see as an extension of western and World Bank interests.

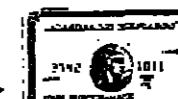
Negotiators in Geneva, who will meet again next February, will also not yet agree which countries will be eligible for financial help and which projects should qualify.

I've only ever **DEALLY** been satisfied  
by two<sup>2</sup> or three<sup>3</sup> dishes in my life.

Pic happy  
Burton-Race American Food

L'Ortolan restaurant. American Express Cardmembers welcomed since 1987.  
John Burton-Race, Chef. Cardmember since 1991.

That'll do nicely.





## Telebrás head to testify in US broker row

By Christina Lamb in Rio de Janeiro and Bill Hincherberger in São Paulo

THE president of Telebrás, Brazil's state telecommunications company, has been called to testify before the country's Congress, to explain allegations that his former finance director attempted to extort \$15m (£10.1m) from Merrill Lynch, the US securities house.

The allegations began circulating in the Brazilian financial markets in July, when Merrill Lynch was not appointed lead manager for the company's forthcoming \$500m launch of American Depository Receipts (ADRs) in New York.

Merrill Lynch had handled the company's Eurobond offerings and was expected to manage the ADR issue.

The charges became public after the resignation of Mr Mauro Brito as finance director of Telebrás last week. Press reports in Brazil alleged that he was forced to quit because he had demanded money from Merrill Lynch for the firm to keep its position managing the issue. Mr Brito denies the allegations.

Telebrás has made counter-charges, claiming irregularities in the launch of Eurobonds carried out by Merrill Lynch in 1991 and 1992, and claiming that the brokerage had received commission four

times higher than market rates.

According to the newspaper O Globo, Mr Iram Siqueira Lima, former finance director of Telebrás, has written to Mr Adyr da Silva, its current president, admitting that Merrill Lynch had received a commission above market rates for the Eurobonds issue. However, he pointed out that, at the time, Telebrás did not have a good image in the market and that Merrill Lynch had guaranteed to voice all the bonds.

Merrill Lynch issued an official statement on Wednesday night denying the allegations: "The company strongly rejects any suggestion of irregularity in its dealings with Telebrás," it said.

Traders are watching events carefully, as Telebrás shares represent 60 per cent of the São Paulo stock market index and are a favourite of foreign buyers, often accounting for more than half of daily trading.

Congressman Paulo Heslander, who demanded that Congress investigate, said: "These charges are damaging the image of Brazil overseas."

This is expected to delay the launch of the ADRs, which was expected before the end of this year. Another US securities house, Smith Barney Shearson, has warned clients that the launch might now take place in the middle of next year.



President Clinton enjoys a holiday ice-cream - mango flavour

## Clinton calls for floods rethink

By George Graham in Washington

THE Clinton administration is urging army engineers and other government agencies to look at different ways of controlling floods as they examine whether to rebuild dams and earthwork levees after this year's inundation of the Mississippi and Missouri river basins.

In a memorandum greeted enthusiastically by environmentalists, the White House asked agencies to consider "non-structural alternatives" such as buying up farmland in the river plain to be used as catchment areas for future floods.

The White House paper says, however, that the administration does not intend to reject local demands that specific levees be rebuilt.

Environmental groups, such as American Rivers, have claimed that levees along the Mississippi forced the river higher than it would otherwise have been by denying it natural outlets to swamps and wetlands in the river bottom, and also encouraged people to build in flood-prone areas.

Nevertheless, most of the flood-walls and levees built and managed by the federal government, under the auspices of the Army Corps of Engineers, are likely to be rebuilt.

Federal levees, which typically protect large urban or industrial areas, are much higher and stronger than private earthworks. Only an estimated 40 per cent of the roughly 500 federal levees in the Mississippi and Missouri basins failed or were topped by this year's record floods, compared with around 85 per cent of private levees.

The Corps has already put out tenders for some immediate repair projects, and aims to get as much construction work done as possible before winter.

However, federal officials will also insist that many homeowners move to higher ground, leaving their land as a buffer zone for future floods.

## Russia alters stand on Poland joining Nato

By Christopher Bobinski in Warsaw and George Graham in Washington

POLAND'S entry into the North Atlantic Treaty Organisation may have come a step closer after the apparent removal of Russian objections.

In a joint statement issued in Warsaw this week, Russia's President Boris Yeltsin and Poland's President Lech Wałęsa declared that Poland's wish to join Nato did "not run counter to the interests of any state, including Russia".

The possible expansion of Nato's membership to the east

is a core component in the debate over the alliance's future. But western governments have usually argued that Russian sensitivity to the inclusion of its former allies in Nato was the principal obstacle to such an expansion.

Many academics and some politicians argue that bringing countries such as Poland, Hungary and the Czech Republic into Nato could stabilise central Europe and help deal with the regional and ethnic conflicts on Europe's periphery.

A recent poll showed 57 per cent of Poles favoured Nato entry.

## Economic signals flash red and green

Michael Prowse in Washington examines the conflicting figures in an attempt to see what they add up to

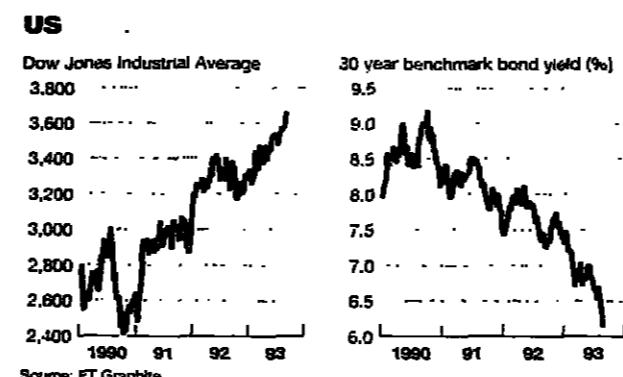
**T**HE US economy is disconcertingly Janus-faced.

The signals from Wall Street could hardly be more encouraging. A strong stockmarket rally has swept the Dow Jones industrial average through the 3,600 barrier and into uncharted territory. The yield on the benchmark long bond, meanwhile, has dropped sharply to only just above 6 per cent, far lower than most analysts would have thought possible a year ago.

Yet the real economy remains disturbingly sluggish. Wednesday's report of a 3.8 per cent decline in new orders for durable goods between June and July was typical of recent economic indicators, which have invariably been weaker than analysts expected.

The biggest shock was inflicted by last week's trade figures for June, which showed a deficit of \$12.1bn. This was about 40 per cent larger than expected and constituted the biggest shortfall since 1987, when the Reagan economic boom was still under way.

In the light of these figures, most forecasters now expect economic growth in the second quarter to be revised down from an annual rate of 1.6 per cent to 1 per cent, or possibly even lower. The expected recovery of growth after the disappointing first quarter, when gross domestic product



edged forward at an annual rate of 0.7 per cent, thus failed to materialise. The robust 4 per cent growth of the last six months of the Bush administration has become a distant memory.

There are conflicting views about the immediate economic outlook. "The economy is going to continue to disappoint," says Mr Allen Sinai, a managing director at Lehman Brothers, the securities group.

"It is hard to achieve growth with defence being cut drastically, when state and federal government are holding down spending, when companies are

down-sizing, and when the rest of the world is extremely weak." Mr Sinai predicts a continuation of the sluggish economic recovery of the past two years, with growth likely to average about 2 per cent, far below the rate normal in a US recovery.

But other forecasters are far more optimistic. Mr Paul Matrood, senior economist at J.P. Morgan, the New York bank, continues to predict growth at an annual rate of nearly 4 per cent in the second half of this year. He does not expect the tax increases mandated in President Bill Clinton's budget

to have much effect on future growth on the grounds that the main measures have been known since late last year. The high-income individuals most affected by the budget have already had plenty of time to adjust.

He regards the economy's recent performance as much more encouraging than the headline figures might suggest. At 6.8 per cent, the jobless rate is already a percentage point lower than at this time last year.

Real gross domestic product is 2% per cent higher. Business equipment investment is soaring

Corporate profits continue to register double-digit increases. Inventories are very lean, suggesting that companies will have to step up production to meet higher consumer demand in the current quarter.

And although a higher trade deficit arithmetically subtracts from growth, the surge in imports last month provides further confirmation of relatively strong domestic demand. The rising external deficit is a sign that the US is growing faster than other countries, not evidence of weak competitiveness in traded goods sectors.

**E**QUALY important, lower long-term interest rates lead to arithmetic higher share prices because they raise the present value of future corporate earnings. Higher share prices in turn raise the wealth - and hence spending power of both the personal and corporate sector.

There is no question that recent economic figures have been disappointing. But, since exports are still only about 12 per cent of gross domestic product, the US remains relatively well insulated from adverse international economic trends.

Given the strong impetus from lower interest rates, it would be surprising if economic growth does not accelerate later this year.

ADVERTISEMENT

### LOCALISING THE MULTINATIONAL

## Technology for the Times



Mr. Kazuo Kashio,  
President, Casio Computer Co., Ltd.



Mr. Akira Shimizu  
Managing Director, Casio Computer Co., Ltd.

**F**ounded 47 years ago by the late Tadao Kashio to make simple household utensils, Casio Computer is today a world leader in electronics and personal appliances. The company's founding principles of creativity and contribution are now enabling Casio to endure the present recession. Company President Kazuo Kashio explains how.

By Russell McCulloch

**M**cCulloch: Casio appears to be performing well despite the recession. Is this correct?

**K**ashio: It is true that during our last business year we managed an increase in sales to ¥431.6 billion although our ordinary income of ¥12.2 billion was some 45 per cent below target. This was due largely to exchange rate fluctuations between the yen and the US dollar and the major European currencies.

Of course, during the last period of currency appreciation between 1986 and 1988, the yen rose in value against the dollar by as much as 40 per cent in a single year while the recent growth in the yen's value has been far more gradual. The difference today, however, is that last time manufacturers pricing their items low could generate sales whereas now the currency is appreciating in the middle of a recession when consumers are extremely cautious.

Let me give you an example of using such an approach in the watch business. Until now, wristwatches have been used to tell the time, but we think watches should not just be limited to this; they are things you can wear on your wrist to get all sorts of other information, not just time. This is what we call the successful application of concept development. At the Basel Watch Fair in Switzerland in April this year we unveiled our new digital compass watch—the first of its type in the world—which we believe will be particularly popular given the new interest in leisure both in Japan and overseas.

Another example of where the application of concept development has been very successful relates to our digital diaries for children. Casio has been a leader in the area of digital diaries for many years but our main target had previously been

1992, is now one of our largest offshore production bases.

**M**cCulloch: How does Casio go about developing new products?

**K**ashio: To create demand, each time we develop new products we adopt a different approach. Already, the era in which product development relies on technological innovation has passed. Before we plan the product, we develop the concept.

Let me give you an example of using such an approach in the watch business. Until now, wristwatches have been used to tell the time, but we think watches should not just be limited to this; they are things you can wear on your wrist to get all sorts of other information, not just time. This is what we call the successful application of concept development. At the Basel Watch Fair in Switzerland in April this year we unveiled our new digital compass watch—the first of its type in the world—which we believe will be particularly popular given the new interest in leisure both in Japan and overseas.

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male business executives. However, when market research suggested that young children were familiar with the term 'Digital Diary' we decided to launch a range of products for children between the ages of 5 and 15 and also for young women.

**M**cCulloch: Casio launched the Digital Diary Junior last year. Is that correct?

#### Children's Digital Diaries a Runaway Success

**K**ashio: The Japanese version went on sale last year and it was successful beyond our expectations. We sold over 300,000 units and it proved our theory that products for children offer the best protection against downturns in general consumer spending.

**M**cCulloch: One of the most important components in those diaries is the Liquid Crystal Display and Casio is becoming increasingly active in LCD technical development. What is Casio's strategy in this sector?

**K**ashio: The beauty of the first LCDs was that they were light and thin, but they were incapable of reproducing images of the clarity provided by cathode ray tubes.

The next generation of electronic devices such as small screen TVs, notebook computers and even automobile navigation aids will incorporate Thin Film Transistors (TFT) LCDs. These combine the benefits of both the first LCDs and cathode ray tubes.

As the LCD is such an important component for so many of our products, it is natural that we are active in their technical development as well.

#### April Opening of New TFT LCD Plant

We are one of the largest LCD manufacturers in the world. Next year, we will open a new high grade (TFT) manufacturing plant in Kochi Prefecture, south-west Japan. Last April, we began producing film LCDs which can bend and have a curve-shaped display and are thin as well as very strong to permit the manufacture of products with an entirely different design. We have already begun mass-production of the device utilizing the C.O.G. (Chip On Glass) technology which sticks LSIs directly onto the base of LCD glass. We are planning to invest ¥25 billion over the next two years in the research and development of LCD devices.

Sales for 1993 are targeted to be ¥50 billion, an increase of 40% over 1992. In 1996 our target is ¥100 billion.

**M**cCulloch: In another area of electronics, Casio will soon begin marketing a new product it has developed jointly with Tandy Corporation of the US. Could you provide some details?

**K**ashio: We will launch our

next generation 'ZOOMER' computer later this year. Using a pen, data and other personal information can be input very easily. Products for managing personal data should be portable, contain useful functions and be reasonably priced, and 'ZOOMER' meets these criteria perfectly. In addition to many communications functions, its low power consumption also permits longer use.

Casio is a world leader in digital diaries for ordinary use and portable computers for business use and we are aiming to become a force in the increasingly competitive US personal computer market. To achieve this, we have formed a partnership with leading consumer electronics retailer, Tandy Corporation of the US which boasts an extensive sales network. Currently, we are also researching new markets outside the US in which to expand.

**M**cCulloch: Casio recently established its European headquarters in London. What was the background to this?

#### Casio Europe Office Opens in London

**K**ashio: Due to changes in the company's structure we decided to establish a European headquarters to control all our European operations from one location, London. Until now each area had a separate sales responsibility, but now with the Single European Market, and also in order to clarify Casio's position within the market, we established a European headquarters to represent the company.

We have appointed Akira Shimizu, a Casio board member who has considerable international experience, to be Chief Executive of Casio's European headquarters whose office will control the entire European sales network including our UK and German sales subsidiaries. Naturally, we want to ensure that local staff continue to provide the core of our organisation. However, Casio's representation in Europe is not just about sales. We want to deepen mutual understanding in every aspect to foster cooperation between the communities in which we operate.

#### Lifting Local Content

**K**ashio: We can reduce the impact of currency fluctuations on our production costs by increasing local content ratios in those items we manufacture offshore. For example, we established Casio (Malaysia) Sdn. Bhd. in October 1990 and the Selangor plant, which commenced operations in June

# CASIO

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We're always  
improving  
our track record



|                     | 1990   | 1991   | 1992   |
|---------------------|--------|--------|--------|
| Sales               | 19,964 | 22,964 | 27,167 |
| Capital Expenditure | 10,610 | 11,827 | 10,637 |
| Net Profit          | 1,367  | 1,413  | 1,425  |

The STET Group in billions of lire

At Stet, we treat every project as a challenge, every achievement as a reason to set new goals. It's this attitude to business that confirmed STET as one of Italy's entrepreneurial successes of 1992. The acquisition of Finsiel in Italy and the expansion of our worldwide operations has meant that STET now comprises more than 100 telecommunication companies. The STET Group activities include manufacturing and engineering, network installations, services management and state-of-the-art data management and satellite communications systems. Working together as a group, we are taking Italian telecommunications into the next century. We know where we're going and we're getting there. Fast.

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## United chief urges end to deadlock in air route talks

By Richard Donkin

THE BRITISH and US governments were urged yesterday to advance their negotiations on the liberalisation of air routes in order to pave the way for broader multilateral talks in future involving other members of the European Community. Mr Stephen Wolf,

chairman of United Airlines, indicated in London yesterday that the talks had been given fresh impetus by the publication last week of the report into the US aviation industry commissioned by President Clinton.

One of the report's recommendations was that airlines based outside the US should be

able to raise their voting stakes in US companies to 49 per cent on condition that US companies operating in other countries should be allowed to take stakes in companies based in those countries. At present, overseas airlines are barred from exceeding a 25 per cent voting stake in US airlines.

Mr Wolf said he welcomed

the recommendations even though he thought that, in practice, they would be less beneficial to US operators because of EC restrictions on foreign-owned carriers running routes in the community. But the report had given scope for building blocks in a new US-UK agreement.

Mr Wolf said he could not

understand why both governments had declared that they wanted greater liberalisation yet so far had agreed nothing.

"It's like two drunks singing the same lyrics all the time but they can't get on the same melody," he said.

Mr Wolf said he was "talking with officials" during his visit. He is hoping for some indication that United Airlines will

be granted a route from Chicago to London. He believes the airline is well placed to be granted the route if the number of passengers carried between the two cities this year triggers the figure required in the 16-year-old Bermuda II agreement which regulates air traffic between the two countries.

## Employers expect upturn to accelerate

By Peter Norman  
Economics Editor

THE CONFEDERATION of British Industry yesterday raised its forecast of economic growth in Britain this year and next. But it also warned that sluggish investment and persistent current-account and budget deficits could still upset a recovery.

The employers' group now expects gross domestic product will increase by a real 1.7 per cent this year, after a 0.4 per cent decline in 1992, with growth accelerating to 3 per cent in 1994. This is in line with the most recent consensus forecast for UK economic growth this year, as measured by Consensus Economics Inc. But the CBI is taking a more bullish view than the forecasters' average growth projection of 2.6 per cent for 1994.

Its previous CBI forecast, published in May, predicted growth of 1.6 per cent this year and 2.6 per cent next year.

Mr Andrew Sentance, CBI's director of economic affairs, said stronger consumer demand had prompted the upward revision of this year's forecast and this was offsetting the negative impact of slower growth in continental Europe.

Although tax increases would hold back consumers' spending next year, the world economy was expected to be more favourable to growth in 1994.

In its latest forecast, the CBI predicted

- Continued strong manufacturing output, rising by 3.3 per cent this year and 3.5 per cent in 1994.

- Consumer spending up by 1.6 per cent this year and 2.3 per cent next.

- Exports of goods and services rising by about 5 per cent in volume this year and next.

- Company profits rising by a real 9.4 per cent this year and 4.1 per cent in 1994 after declines of 4.7 per cent and 3.6 per cent respectively in 1991 and 1992.

- Continuing low inflation, with the underlying rate (excluding mortgage interest rates) little changed at around 3 per cent at the end of next year and the "headline" rate, including mortgages, rising to 3.3 per cent by the end of 1994 from below 1.5 per cent at present.

The group said it was concerned that investment would lag the recovery, rising by just 0.6 per cent across the whole economy this year and 1.7 per cent in 1994.

### How the CBI expects the economy to grow

|  | Outturns,<br>1991 CSO data | 1992            | % change on previous year | CBI<br>1993 forecast | 1994 |
|--|----------------------------|-----------------|---------------------------|----------------------|------|
| Total GDP (average measure)                  | -2.3*                      | -0.4*           | 1.7                       | 3.0                  |      |
| Manufacturing output                         | -5.3*                      | -0.8*           | 3.3                       | 3.5                  |      |
| Consumer spending                            | -2.2*                      | 0.0*            | 1.8                       | 2.3                  |      |
| Fixed investment:                            | -9.9                       | -0.5            | 0.6                       | 1.7                  |      |
| General government (a)                       | -10.4                      | 12.5            | 7.1                       | 0.8                  |      |
| Manufacturing (b)                            | -8.4                       | -3.0            | -1.4                      | 2.5                  |      |
| Private dwellings                            | -16.7                      | -2.3            | -1.3                      | 3.1                  |      |
| Other (mainly private services)              | -8.4                       | -2.7            | -0.4                      | 1.5                  |      |
| General government consumption               | 3.2                        | 0.0             | -0.8                      | 1.0                  |      |
| Exports (goods and services)                 | 0.1                        | 2.7             | 4.9                       | 5.0                  |      |
| Imports (goods and services)                 | -3.1                       | 5.6             | 3.2                       | 3.5                  |      |
| Current account (£bn) (c)                    | -7.7                       | -8.6            | -17.5                     | -15.5                |      |
| Stockbuilding (£bn)                          | -3.4                       | -1.3            | -1.2                      | 0.6                  |      |
| Inflation (retail prices index) (d)          | 4.2                        | 3.0             | 1.7                       | 3.3                  |      |
| Inflation (manufacturer's output prices) (d) | 5.0                        | 3.3             | 3.6                       | 3.5                  |      |
| Unemployment (millions) (E,F)                | 2.4                        | 2.8             | 2.9                       | 2.9                  |      |
| Company profits (g)                          | -4.7                       | -3.6            | 9.4                       | 4.1                  |      |
| PSBR (£bn) (c)                               | 1991-92<br>13.7            | 1992-93<br>36.5 | 1993-94<br>46.4           | 1994-95<br>41.1      |      |

(a) Excluding purchases, less sales of land and existing buildings  
(b) Including leased assets  
(c) At current prices  
(d) F.O.B., excluding school leavers, seasonally adjusted  
(e) Annual averages  
(f) Gross pre-tax trading profit of industrial and commercial companies, net of stock appreciation, excluding North Sea oil and adjusted for inflation as measured by the GDP deflator  
(g) revised figures yesterday

## Tougher curbs demanded on state spending

By Peter Norman

THE Treasury yesterday issued a stern warning that government spending "could all too easily" outstrip growth in the economy.

It said a rigorous approach to planning and management was required to prevent strong pressures for extra spending threatening the government's policy objectives of reducing

total public spending as a share of gross domestic product, cutting taxes "over time" and bringing the government's £50bn annual fiscal deficit back towards balance over the medium term.

An article published in the latest and final edition of the Treasury Bulletin warned that policy initiatives and influences that had resulted in significant reductions in the ratio of general government expenditure to GDP in the 1980s no longer had a big impact.

The article by a senior Treasury official fleshed out concerns expressed by Mr Michael Portillo, the chief secretary to the Treasury and cabinet minister responsible for controlling public spending. It underlined why the government had committed itself to firm limits on the growth of spending and why it is reviewing the spending programmes of big government departments.

## Treasury optimistic on growth

By Peter Norman

BRITAIN'S economic growth this year is likely to be a "little stronger" than the 1.25 per cent forecast at the time of the March Budget, the Treasury said yesterday. It also said underlying inflation might be a little lower than the 3.75 per cent originally expected for the fourth quarter of this year.

Delivering a cautiously upbeat assessment of the economy, the Treasury said in its latest bulletin that developments in the first half of this year, with renewed growth in activity, an improving labour market, low inflation and a sound trade performance - were "encouraging for the prospect of a period of sustained economic growth in the years ahead".

The Treasury cautioned that the recovery was in its early days and it was too soon to be sure how it will develop. Latest figures suggested that gross domestic product rose 3 per cent between the second half of last year and the first half of 1993 and therefore "significantly faster" than the Budget forecast of 2.4 per cent.

This could have been due to temporary factors such as heavy price discounting. Risks existed such as the high level of personal sector debt and the weak state of the continental European economies.

## Hoover wins £1m Scottish sweetener

By Robert Taylor,  
Labour Correspondent

GLASGOW Development Agency confirmed yesterday that it had made a contractual agreement worth about £1m with Hoover for the transfer of its manufacturing output from Dijon in France to Cambuslang in southern Scotland, creating 400 jobs.

Last winter's announcement of the shift of production to Cambuslang provoked accusations in France that the move was in conflict with European Community regulations. The European Commission is now investigating.

Mr Lew Scott, the company's vice-president of manufacturing, said yesterday the Glasgow Development Agency had been "one of a number of key factors in giving our parent

company the confidence to commit itself to the consolidation of production at Cambuslang". Hoover has agreed to maintain the expanded level of employment at the plant. It will repay in full or in part the financial support from the agency if employment falls below an undisclosed figure over the next five to ten years.

Details of the agreement remain confidential, as does the exact size of the financial backing as part of a wider package of public assistance.

The agency, a joint private and public-sector body, said it had worked closely with Hoover since early last year on its quality management programme. It will be responsible for paying for the training of the 400 people required by the company in its expansion at Cambuslang.

## Confidence on student places

The number of school leavers unable to find university places is likely to be much lower than feared, Mr John Patten, education secretary, forecast yesterday.

Mr Patten, who returned to work this week after a six-week illness, said the outlook "is going to be nothing like as gloomy as some people have predicted".

Commentators have suggested that thousands of students will fail to win places on arts courses this year because of a 30 per cent cut in tuition funding imposed by the government.

## Bedpan's crash still reverberates

### Alan Pike analyses discontent among health service chiefs

A

NEURIN BEVAN, the Labour cabinet minister who founded the National Health Service soon after the second world war, once said that "when a bedpan is dropped on a hospital floor, its noise should resound in the Palace of Westminster".

His comment is still much quoted in the service. Managers pressing for more devolution use it to illustrate the absurdity of the modern NHS, one of the world's largest organisations, trying to function as though all decisions flow from ministers.

The argument continues even though the modern health service differs markedly from that envisaged by Bevan. Priority holiday reading at the moment for Mrs Virginia Bottomley, the present health secretary in the Conservative government, is the report of the National Health Service Functions and Manpower Review.

The review's recommendations are set to stimulate an autumn political controversy over the extent to which the internal market created by the 1981 reforms in the state health service should be freed from central control.

In the reformed NHS, hospitals

provide services and remain accountable, which can be traced back to the service's origins in the nationalising, centralising 1940s.

Several thousand officials in the Department of Health in Whitehall and in regional health authorities and management executive outposts throughout the country continue to manage and supervise the service above purchaser-provider level.

Many hospital and health authority managers believe much of the higher-level structure has been rendered redundant by the reforms. The NHS now resembles a huge conglomerate in which slimmed-down subsidiaries are struggling to reform an unwieldy head office.

Mrs Bottomley set up the review to examine management structure and allied issues. Its report will, however, advance options rather than a single blueprint - thereby pushing decisions back to ministers.

Mastering bureaucratic and political skills has always been a natural element of the job for NHS managers. Many were initially hesitant about the new

targets, could clarify objectives and increase accountability."

Mr Rowden agrees: "It is possible to have both greater accountability and less structure. There is an elaborate regional structure at the moment, but a lack of clarity about how accountability is supposed to work within it."

The review team was chaired by Ms Kate Jenkins, a former head of the Thatcher government's efficiency unit and a member of the NHS policy board. Her antecedence as one of the originators of the government's Next Steps programme that established executive agencies, delivering services at arms-length from government, made it certain that such a solution would be considered for the NHS.

Most managers doubt whether ministers will be prepared to turn the NHS management executive, which runs the service on a day-to-day basis on behalf of Mrs Bottomley, into an executive agency.

But they hope the review will create a stronger separation between ministers' responsibilities and the management structure in which their decisions are executed. "We need slimmer central and intermediate structures that support, facilitate and broker local market activity rather than try to direct it," says Mr Hunt.

## (No passport necessary.)

Next Wednesday, the Financial Times is publishing a special survey entitled 'Africa: A continent at stake.'

In it we will outline and debate the current issues facing the continent and look at ways in which governments, donors and aid agencies are working to resolve them.

For those interested in Africa's future it will make essential reading.  
**Africa: A continent at stake.**

**The Financial Times**

## Britain in brief

**Engineering recovery is very fragile'**

SALES and orders figures for the UK engineering industry in the second quarter of the year show little change on the first quarter. They reflect weak home demand and sustained but fragile export growth.

Mr Ian Thompson, economic adviser to the Engineering Employers' Federation, said: "The trend is generally upwards, but it is very uncertain and fragile; our major export market is western Europe, but that market is by no means secure."

Figures for the industry from the Central Statistical Office, released yesterday, showed sales up by half of 1 per cent on the first quarter (at constant 1985 prices seasonally adjusted) with exports up 4 per cent and home exports down 2 per cent.

## Lloyd's decision is criticised

UNDERWRITERS of two of the heaviest lossmaking catastrophe reinsurance syndicates are continuing to trade as active members of the Lloyd's insurance market. Mr Patrick Fagan and Mr Derek Walker are listed as Lloyd's Names - the individuals whose wealth supports the market - in the markets latest official list of participants.

Lloyd's was criticised yesterday by the Association of Lloyd's Members, which represents some 9,000 names for allowing the underwriters to retain membership.

## Roof falls at second mine

A SECTION of roof supported by roof bolts at Ellington colliery, Northumberland, collapsed earlier this week. British Coal confirmed yesterday.

British Coal said there was "no comparison" between Tuesday's fall at Ellington and last week's accident at Billingham colliery, Nottingham, in which a roof supported by bolts collapsed, killing three men.

Nobody was injured in the Ellington incident which happened 1,000 feet underground.

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## MANAGEMENT



AT 30 years of age, Jochen Zeitz, the new head of Puma, is so young he even has a few years' advantage over some of the top athletes sponsored by the sports shoe and clothing company. By the standards of German business, where top executives in their 40s are a rarity, he is just out of kindergarten.

Linford Christie, the British sprinter who sped to victory in the men's 100m at last week's world athletics championships in Stuttgart, is his senior. So is Merlene Ottey, the Jamaican who won the women's 200m. Both are 33.

Christie paraded his Puma all-glance when warming up for the 400m relay, in which Britain was beaten by the US team. "Biggest, baddest, best" was emblazoned on his T-shirt, which carried his individual sprint time of 9.87 seconds and the Puma logo. Stuttgart was good news for Puma, which needs all the promotional help it can get. Now owned by Arntmos, the Swedish sports and leisure group, it has had a rough ride since its non-voting shares were floated on the German stock market in 1986.

In common with Adidas, its larger rival - both are based in the north Bavarian town of Herzogenaurach and were founded by members of the Dassler family - it has suffered from the market onslaught of aggressive US competitors such as Nike and Reebok. The German companies were slow to react to changing tastes. Today, Puma is only a bit player in the US market, though it is rebuilding its position and is under pressure from its Swedish owner to put on a stronger financial performance.

Zeitz is the man chosen by Arntmos to do this. He is Puma's fourth chief executive in two years. A former Colgate-Palmolive marketing employee with experience in the US and Germany, he was at Puma for four years before his promotion to the top job. His ascendancy reflects a more aggressive approach at Arntmos - which yesterday announced a first-half loss of Skr16m (29.7m) - under the influence of its new 44 per cent shareholder, the Proventus investment group with the hands-on management style.

Zeitz admits he was somewhat surprised to be given the job - not so much because of his age, but because his three predecessors had all come from outside the company. As marketing director, however, Zeitz made his mark by shaking up the division and injected US-style methods he had learnt at Colgate.

The key points they [Arntmos] were looking for were - experience in the sports goods sector and international thinking, but also know-

## PEOPLE

## Queens Moat picks finance director

Queens Moat Houses, the European hotels chain whose shares have been suspended since March pending a fundamental restructuring of £10m of debt, has found a new finance director.

Andrew le Poidevin, like the new chief executive, Andrew Coppel, has been acting as a consultant at Queens Moat since April.

The appointment will bring together the same team that was at the helm when the mini-conglomerate, Sale Tilney, went into receivership early this year; the two executives worked together in the corporate finance department at Morgan Grenfell.

le Poidevin then went to the corporate finance department

of Prudential Bache before spending more than 18 months as finance director at Sale Tilney. His appointment is understood to have been supported by the creditor banks.

Coppel announced the appointment at a gloom-laden annual general meeting at which no additional information was given on the progress of the refinancing and restructuring, though he said that the process of putting Queens Moat back on to a sound footing would take up to three years. Shareholders were almost universally dismayed that John Bairstow, the company founder under whose chairmanship the company grew rapidly and then crashed, was not available to face them.

Gill Rowlands, commissioner for the rights of trade union members, will have an additional task from the end of the month when she becomes commissioner for protection against unlawful industrial action.

Admitting that it is "a very new concept", Rowlands explains: "I've not had much notice of this; we have no idea - or what will happen." Asked how the idea had arisen for the relevant legislation, the 1993 Trade Union and Employment Rights Act, she replied, honestly enough: "I have no idea; I just do the job."

However, if her first commission is anything to go by, she is unlikely to be swept off her feet, and her five-man office in Warrington will probably cope. As friend of unhappy trade union members since 1988, she has fielded some 1,000 enquiries, 200 of which turned into applications for funding. A preference for settling out of court means very little is heard of her actions, nor, of course, are many senior trade union figures involved. "We get an awful lot of Jo Bloggess," says the 63-year-old barrister.

Now, if Bloggs qua member of the public feels he is being deprived of goods and services because of unlawful industrial action, he can apply to Rowlands for funds to bring proceedings in the High Court.

Unlawful strikes being a pretty rare event in Britain these days, she expects most of her work to come from regional instances of secondary picketing, blacking, and so on.

Melnyk, described by a colleague as a "positive dynamo" decided not to go to university but joined Morrisons straight from school, and worked in the stores before becoming produce buyer in 1981. She became produce director in 1987, responsible for the procurement and buying of the whole produce range, and in 1990 trading director, supervising buying across the complete range of groceries, non-foods, fresh and frozen foods.

## EUROMANAGERS TO WATCH

## Running the show

Puma's new boss is blending US and German styles, says Andrew Fisher



Jochen Zeitz hopes to provide Puma with a convincing image

ledge of German specifics, which a German understands better than a foreigner. That's why they decided on me."

Today, he reckons German companies are not just seeking an international education, but also experience abroad. "You have to be able to react flexibly to different situations. You need wide horizons and you have to understand different opinions, views and cultures. You can't do this with a purely German mentality."

Zeitz, a doctor's son whose business education began at the European Business School near Wiesbaden, appears every inch the young, clean-cut German manager.

He believes in fast decision-making, minimal hierarchies, and total communication with fellow managers. In the past, he says, "decisions

were handed out by the board whose members kept things very much to themselves."

Much has changed since the company was run by the Dasslers, and Zeitz is not the first boss with international experience. After Puma started struggling in 1986, the family brought in Hans Woitschäke as chief executive. Formerly in the pharmaceutical, printing and ski industries, Woitschäke had worked in Canada, Venezuela and the US, as well as Germany. He left Puma in 1991, having returned it to a small profit which then evaporated in 1992.

With much of the world now in recession, including Germany, which accounts for more than half the company's turnover, Zeitz has had to implement a rapid restructuring programme. This has

involved closure of the shoe plant in Germany - most supplies already came from the far east - extensive job cuts, and the creation of profit centres for the international (designing and distribution) German, foreign subsidiaries (including other European markets, Australia and Asia), and Hong Kong-based purchasing activities. He has cut down on company cars and said all travel should be economy class.

"My aim is to make changes as quickly as possible, so this comprehensive restructuring was done in two months. The need is not to do things step-by-step, but deal with problems at once." Since Puma is by no means a corporate giant, with turnover of DM513m (£202m) in 1992, an 11 per cent drop on 1991 - licence business lifted this to DM1.2bn - such sweeping changes can be introduced more readily than at a larger group such as Volkswagen.

With Arntmos, driven by the performance-oriented Proventus, looking over Zeitz's shoulder, the pressure to perform is even greater. Because of the restructuring costs, Puma will make an increased loss this year, a return to profit being the goal for 1995.

Rapid decisions are essential, Zeitz believes. "Sometimes, it's better to make an early decision that's not 100 per cent right than none at all," he says in a most un-German comment.

He draws two important lessons from his experience of running a German company with a Swedish shareholder. Firstly, the German consensus-minded way of doing things, however laudable its long-term strategic aims, is often too inflexible and laden with compromise in these days of fast-moving markets, consumer preferences and product innovation.

Secondly, he believes other countries can learn much from Swedish management. "There are good things in the German and US management styles, but the Swedish approach is a good combination. On the one hand, there is the long-term vision and the sense of continuity, as in Germany. But there is also the fast pragmatic decision-making which is the positive side of the US practice."

For Zeitz this means Puma has to do more than just sell shoes to make money. It has to put across a convincing image. At Stuttgart, the triumphs of Christie, Ottey, and Colin Jackson, the world record 110m hurdle champion, - a mere lad at 26 - helped publicise the Puma name.

"We want people with charisma, not just those who are number one," Zeitz stresses. "The consumer identifies with the image of a brand not just the product. We've got to communicate what the product stands for."

## CHRISTOPHER LORENZ

## Need to keep the change machine under control

**T**here could hardly be a clearer contrast between a lame management and a sprightly one than the ways in which Eastman Kodak and ABB are grasping the effects of transformational change.

Each announced last week that it is cutting more jobs: Kodak 10,000, ABB 7,000. But there any resemblance ends.

Kodak's action is belated and defensive, as it struggles to save its crumbling world after decades of inertia in the face of surging competitive pressure. ABB's move is timely and aggressive: it will help it retain the lead it seized five years ago in remodelling its global sector, raising its industry's productivity standards, and accelerating its own business and management processes. This last objective will also be served by the streamlining of its international organisation which was unveiled this week.

The two companies' attitudes to the management of change are coincidentally analogous to the nature of their core businesses: on the one hand, a specialist in static images, on the other a company which makes flywheels of power. To Kodak, change has been a stop-start series of isolated, intermittent initiatives. But to ABB, since its creation in 1988 out of sprightly Asea and lumbering Brown Boveri, change has been a continuously evolving process which companies must anticipate and shape before their rivals do.

There are no prizes for guessing which approach is more necessary or effective in today's business climate. Companies of all shapes, sizes and nationalities may, like Kodak, yearn for the comfortable days when change could be an intermittent process, in which one project or initiative could be completed before the next began. But all sorts of radical changes now need to be initiated in quick succession, and run either in parallel or as an integrated whole.

This point is brought home with a bang by a survey on "change management" which is about to be published by KPMG Management Consulting, an arm of KPMG Peat

Marwick\*. Most of its corporate respondents are running four or more different types of cross-functional change programmes. With some justification, KPMG doubts whether many of them are being properly integrated.

The survey, of top executives in 250 medium-sized and large British companies, comes up with mixed conclusions. On the plus side, the majority of respondents (85 per cent) intend to persevere over the next three years with most of the fundamental change programmes that they are already running, in such areas as total quality management, customer care, culture change and empowerment.

They do not plan to dump or downgrade these existing initiatives in favour of the latest type

**C**ompanies should put more effort into implementing and co-ordinating change programmes - especially as events twist and turn, as they always will

of radical programme to hit the scene, business process redesign (or re-engineering).

The survey was carried out before re-engineering hit the headlines in Europe early this summer, but an updated mini-poll a month ago shows TQM and customer care still retaining their popularity in spite of widespread problems with TQM and a surge in plans to introduce re-engineering.

That is good news for those who feared that, as in the US, re-engineering would become the sudden, all-consuming flavour of the year. The US mainly contrasts with the good sense of ABB, which has run co-ordinated programmes on TQM, business process redesign, culture change and employee empowerment almost since its formation and expects them to continue indefinitely.

Thanks to ABB's careful integration of its programmes, and the restlessness, change-minded culture which it has bred, it has suffered less than other companies from "change fatigue". This is almost certainly not the case for many of the companies in KPMG's sample - over a quarter of the total - which claim to have undertaken 10 or more change initiatives in the last three years.

KPMG is remarkably mild about the severe problems that change fatigue can cause. It warns only of the need to co-ordinate and prioritise "so that the change machine does not get out of control".

A more forceful and appropriate comment was made recently by the rival Boston Consulting Group. Warning of "the danger of doing too much", BCG reported that many large US companies now had up to 15 "process improvement" initiatives under way, but that these seldom added up to a coherent programme.

In such cases, warned BCG, employees become so overloaded that they gravitate towards easily resolvable problems, and avoid the big ones. Tough cross-functional issues are ignored, and sacred cows continue to fatten. General managers grow increasingly sceptical, failing to see a link between all the improvement programmes and the bottom line.

The last point, KPMG lets its gentlemen stance slip a bit. It scratches its head over the fact that only 31 per cent of its respondents thought their programmes were "very effective", and is rightly concerned that managers identified few tangible gauges of effectiveness. As it suggests, all sorts of measures should be carried out periodically, of staff attitudes, customer perceptions, and operational efficiency. Plus, of course wherever it can be identified, the impact of each programme on the "bottom line".

The lesson of all this is not that companies should drop change programmes which have turned tricky, but that they should put more effort into preparing, implementing and co-ordinating them - especially as events twist and turn, as they always will. If companies cannot face that prospect, they will land themselves in the same mire as Kodak.

\* From *Down to Work*, KPMG. Fax (UK) 071-532-3222.

International, part of NORCROS.

■ Julian Smith (left) has been appointed a director of Grosvenor Square Properties, a subsidiary of ASSOCIATED BRITISH PORTS HOLDINGS.

■ David Fothergill, director of human resources, has been appointed to the board of TAUNTON CIDER; he becomes operations director in October and succeeds Brian Longstaff who retires at the end of the year.

■ Peter Levinson, formerly marketing director, has been appointed mid responsible for all activities outside the Americas of Autotype plc.

Aftermarket Group.

■ Wm Morrison, the Bradford-based supermarket chain, has appointed its first female board director.

She is Marie Melnyk, Morrison's trading director, who first worked for the company as a sixth-former studying for her A-levels. Now, aged 33, she is filling the board position vacated by Bob Emmott, former joint deputy managing director who sprung a surprise by leaving to join J Sainsbury, the UK's largest supermarket operator.

Melnyk, described by a colleague as a "positive dynamo" decided not to go to university but joined Morrisons straight from school, and worked in the stores before becoming produce buyer in 1981.

When with Sandier Rentoul he carried out strategic consultancy for N&P, including its warehouse club plans.

N&P is also appointing Roger Strachan, 52, former finance director of Nestle UK, as a non-executive director. It is, however, adding another executive director, Alex Rentoul (right), 41, currently running Sander Rentoul Associates, joins the board from October, with responsibil-

ity for corporate development, strategic planning and new business development.

Rentoul qualified as an accountant and has worked previously in strategic planning and corporate development roles with Imperial Group and Booz Allen & Hamilton. He knows N&P well: when with Sandier Rentoul he carried out strategic consultancy for N&P, including its warehouse club plans.

N&P is also appointing Roger Strachan, 52, former finance director of Nestle UK, as a non-executive director.

## Shopping around

Nurdin & Peacock, the cash and carry operator which is opening one of the UK's first US-style warehouse clubs, has announced that David Rowley, deputy chairman, will retire next March. Rowley has been with the company for 24 years, and became managing director in 1987. He had been deputy chairman since 1991. His responsibilities including property development, legal matters and welfare.

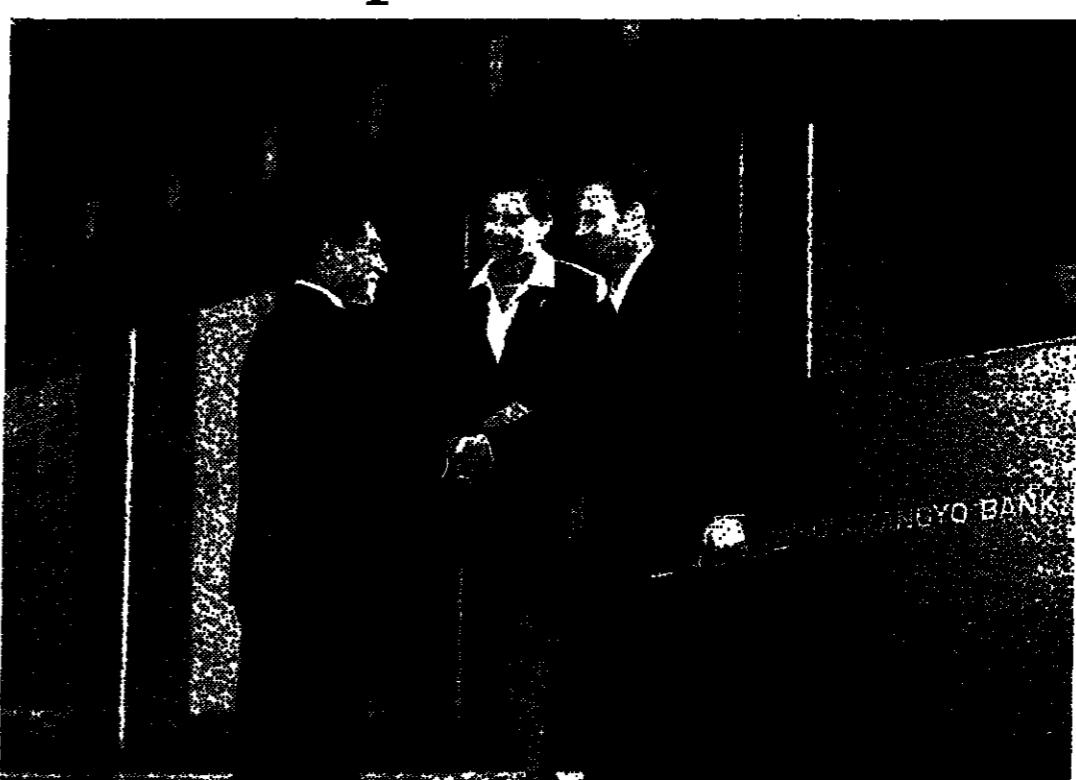
N&P says it will not nominate another deputy chairman; it is happy with the remaining structure of chairman, Richard Fulford, and group managing director, David Poole. It is, however, adding another executive director, Alex Rentoul (right), 41, currently running Sander Rentoul Associates, joins the board from October, with responsibil-

ity for corporate development, strategic planning and new business development.

Rentoul qualified as an accountant and has worked previously in strategic planning and corporate development roles with Imperial Group and Booz Allen & Hamilton. He knows N&P well: when with Sandier Rentoul he carried out strategic consultancy for N&P, including its warehouse club plans.

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## TECHNOLOGY



A new generation of drugs to treat epilepsy is set to transform the anti-convulsant market and the lives of the 20 million people afflicted with the condition worldwide.

After nearly 15 years without new treatment, four drugs are being launched for the condition which affects about 3m people in Europe, a similar number in Japan and 2.5m in the US.

Analysts at Merrill Lynch, the US investment house, believe the new medicines will, within the next few years, double the size of the worldwide anti-epileptic market. At present the sector is small, worth only \$1.2bn (£397m) in 1992. Most existing treatments are off-patent and are therefore cheap.

The four new drugs expected to drive market growth are: Felbatol, developed by Carter-Wallace of the US and marketed outside America by Schering-Plough; Neuronutin developed by Warner-Lambert, the US group; Lamictal, discovered by Wellcome of the UK; and Sabril, developed by US Marion Merrell Dow. Additional compounds in development include Trileptal from Ciba of Switzerland.

The new treatments are expected to be more effective than existing therapies at controlling epileptic seizures and to have fewer side effects. The established medicines include Warner-Lambert's Dilantin which has more than 50 per cent of the US market, Ciba's Tegretol, with 24 per cent of the market, and Abbott's Depakote.

The difficulties with the existing treatments are they do not prevent seizures in about 30 per cent of patients, and all epileptics taking these medicines risk side-effects.

The drugs' effectiveness is dose related - the higher the dose the more effective they become. But as patients' intakes are increased to improve the control of their epilepsy, so they tend to suffer more side-effects - drowsiness, depression, weight gain, impaired gait and hair loss. In rare cases, the medicines prove so toxic they can kill.

The side-effects mean that from 42 per cent to 60 per cent of patients fail to comply with medication according to the UK's Office of Health Economics, a pharmaceutical research organisation.

In failing to take drugs properly, those susceptible increase the risk of seizures. One study suggests missed doses and lack of sleep accounted for about 75 per cent of seizures.

Trevor Flannagan, strategic business manager at Wellcome says: "Epilepsy is the most serious central nervous system problem confronting us. The epileptic population is seriously disadvantaged,

# Epilepsy drugs enter a new era

The size of the anti-convulsant drugs market is about to double, reports Paul Abrahams

## The world market for anti-epileptics



|           | 1990    | 1991       | 1992      | 1993e     | 1994e     | 1995e    | 1996e     | 1997e     |
|-----------|---------|------------|-----------|-----------|-----------|----------|-----------|-----------|
| Tegretol  | Ciba    | \$283m     | \$318m    | \$352m    | \$377m    | \$398m   | \$415m    | \$430m    |
| Dilantin  | WLA     | 164        | 186       | 212       | 232       | 251      | 273       | 292       |
| Sabril    | MKC     | 8          | 13        | 33        | 60        | 75       | 135       | 168       |
| Trileptal | Ciba    |            | 1         | 8         | 15        | 22       | 30        | 38        |
| Lamictal  | Well    |            |           | 5         | 52        | 99       | 159       | 236       |
| Felbatol  | CAR     |            |           |           | 17        | 71       | 97        | 210       |
| Felbatol  | SGP*    |            |           |           |           | 3        | 25        | 68        |
| Other     | Various | 493        | 582       | 590       | 615       | 641      | 643       | 668       |
| Total     |         | \$946m     | \$1.100bn | \$1.200bn | \$1.368bn | \$1.560m | \$1.777bn | \$2.027bn |
|           |         | e-estimate |           |           |           |          |           |           |
|           |         |            |           |           |           |          |           |           |

\*Carter-Wallace has sold international marketing rights to Schering-Plough  
Source:Merrill Lynch

with a significant proportion whose lives are significantly affected by seizures or side-effects or both."

"We need to have better products on both the safety and efficacy count," admits Mark Pierce, vice-president clinical research for the central nervous system at Warner-Lambert.

The established generation of medicines were mostly developed through the classical method of massive screening projects in the 1960s or 1970s, although Dilantin was patented in 1938.

Since the 1970s however, scientists have been using improved knowledge of the biochemical process of epilepsy to design new compounds. Researchers have discovered that epilepsy is caused at least in part through the malfunctioning of naturally occurring amino acids that act as neurotransmitters.

Normally, the electrical activity in the brain's nerves is regulated by two classes of amino acids. The first are excitatory amino acids such as aspartate and glutamate, thought to help stimulate electrical signals from one nerve to another.

The second class of amino acids is inhibitors, the most important

being gamma aminobutyric acid, known as Gaba. Their function is to stabilise electrical activity in the brain. To do this, they open certain channels in the membrane of the nerve ending that are designed to admit negatively charged ions.

Once the negative ions have been let into the nerve ending - it becomes incapable of firing

**Most of the new drugs are being recommended as add-on therapies because there have been few trials testing them as single treatments**

electrical signals. To be able to fire, the neuron has to be positively charged. The more Gaba available, the slower the neurons' firing rate.

In most common forms of epilepsy, the normal balance between the excitatory amino acids and the regulatory ones breaks down. The

result is the brain's nerve endings start firing electrical signals out of control, triggering neighbouring neurons until a seizure takes place.

The earlier drugs, Dilantin and Tegretol, worked by preventing the excessive signals being triggered. Scientists are unsure of exactly how the prevention mechanism worked. Some believe it blocked certain channels in the neurons' membrane that allow positively charged ions such as sodium to pass into the neuron. Once the neurons are positively charged they have greater potential to trigger excessive electrical signals.

More recently, researchers have been following two main theoretical routes. The first is to discourage the production or action of the excitatory amino acids. This would prevent the seizure spreading through the brain. The second route is to enhance levels of Gaba, the regulatory substance, and so stop the seizure by stabilising the neurons.

The first of the new medicines to be given a licence in the US by the Food and Drug Administration is Carter Wallace's Felbatol, which gained approval this month.

Peter Jensen, vice-president for

their billions.

Now the market has turned, the nub of the problem for investors is the mismatch of supply and demand. There is plenty of property to buy, much of it held by the banks, but with empty space still a problem, buyers have not yet been prepared to offer attractive prices unless the conditions of a first-class covenant are relaxed.

A new brave soul bought in

1992, encouraged to do so by

Hillier Parker, the surveyor,

has compiled a list of 145 buyers, each with at least £10m to spend and with aggregate available funds of £7.25bn.

The contrast with the late 1980s period of heady development activity is best illustrated by the experience of insurance companies, whose annual net flow of investment into property barely topped £2bn in any one year in the 1980s. The 29 insurance companies on the Hillier Parker list alone now have a total of £2.7bn to

spend.

Most buyers are competing for a fairly narrow band of

property where the quality of the tenant's covenant - financial strength - is of prime importance. There is a shortage of property in this band, so unless insurance companies relax their requirements, they will fail to find a home for

their billions.

Now the market has turned, the nub of the problem for investors is the mismatch of supply and demand.

Yields have come down, even

for central London offices. Although rents are still dropping, the fall in yields is enough to nudge values up.

The reason for the change is not hard to identify: the amount money available for investment in property is the highest it has been for more than 10 years.

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spend.

Second, if the covenant was

good, which it usually was,

they would gain a secure medium-term income at little risk

and with better returns than

guilt.

Finally, in the longer term, there might be a faint prospect of genuine rental growth. In summary, the short, medium and long-term grounds for buying could add up to a combination of good capital growth and a high-yielding income stream.

Eventually, the balance between covenant strength and a property's fundamental attractions seems certain to tip in favour of the latter. Recovery will lead first to a reduc-

tion in the danger of a tenant defaulting on the rent. Next will come a pick-up in tenant demand, and finally empty space will start to be filled.

This will all take time, and the naturally cautious institutional buyers will be reluctant to relax their desire for secure income until they are sure it is safe to do so. The effect will be to give opportunities to bolder investors to get into the market ahead of them, as happened in 1982 and the early part of this year.

As the property market slowly returns to being a growth investment there will be an increasing distinction between 'prime' and 'secondary' properties.

Property will be rated according to its size, specification and location, and to the extent which it satisfies the needs of the market and can generate rental growth. Having a good tenant is only part of the criteria; if the property specifications are good a departing tenant can be replaced.

Describing pre-recession prime property still feels a bit like indulging in nostalgia. The past four years have left deep scars which will leave investors sceptical about property for years to come. Despite this, the focus on covenant is starting to recede and property investment is coming back to basics.

The author is partner with Hillier Parker

## Worth Watching - Della Bradshaw



randomly organised on the screen. Visage: UK, 0494 481263.

### Personal telephone number may be up

The concept of a single personal telephone number, that follows the consumer from home to work and into the car, may seem alluring. But the technology research company Ovum is cautious about whether UPT (universal personal telecommunications) will gain widespread acceptance.

In its report, "Personal Numbering Services: the Business Opportunities for UPT", Ovum forecasts that only 132m European customers will subscribe to the service within the next 10 years and 156m in the US. This will result in projected revenues of \$6.8bn (£4.55bn) per annum in Europe and \$12bn in the US by the year 2000. Ovum: UK, 071 255 2670.

### Driving for the largest capacity

As computer and memory card manufacturers standardise on the PCMCIA (personal computer memory card international association) interface, disc drive makers are battling to develop the drive with the largest capacity.

Maxtor is claiming the lead with a 105 Megabytes drive - enough to store the equivalent of 20m words. It weighs 2.5oz and is the thinnest of the three types of PCMCIA drives, at 10.5mm deep. Maxtor: US, 403 432 1700; UK, 0433 747356.

### A rose by any other shape

A rose by any other name may smell as sweet, but genetic manipulation is required to ensure that it has a stem as smooth as a tulip, or a flower as large as a chrysanthemum.

The International Floriculture Co-operative Research Centre, in Australia, is spending A\$18m (£12.1m) to develop tailor-made flowers with the colour and fragrance that fashion predicts. The work is funded by the Australian government, research organisations and businesses - including Calgene Pacific, which is about to produce a blue rose. Calgene Pacific: Australia, 3 419 3844.

## PROPERTY

# Back to the basics

Investment funds have reached a new peak, says Russell Schiller

The position today is less attractive for investors wishing to buy properties with good covenants. This is because the opportunity for anticipating the turn in the market has passed. Yields could fall further, driven by the volume of money available for investment and greater confidence in the economy, but it is already too late to gain the full benefit from falling yields.

The next stage of recovery in the investment market is dependent, in part, on a relaxation of the demanding definition of good covenant.

Reliance on covenant was a natural haven during the recession. It led to preference being given to a poor property with a good tenant compared with a good property occupied by an insecure tenant.

The normal property criteria of modern specification and accessible location leading to healthy tenant demand were given less weight than certainty of income.

Eventually, the balance between covenant strength and a property's fundamental attractions seems certain to tip in favour of the latter. Recovery will lead first to a reduc-

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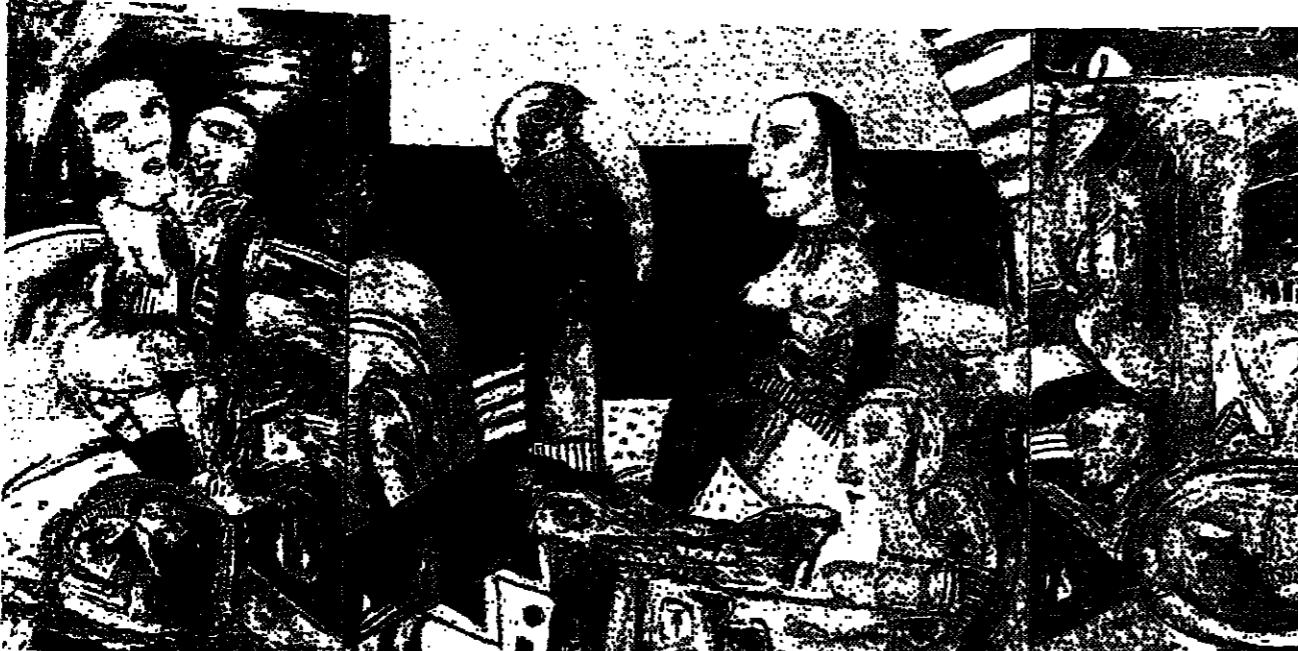
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## IPD monthly index for July

Quarterly return annualised (%)



'Bounteous Sea' by John Bellany, the father of the current generation of Scottish magical realists

## When anatomy classes paid off

**S**erious students of contemporary Scottish painting are enjoying an *aestas mirabilis*. North of the border, there are two important retrospectives, of Peter Howson at the McMillan Galleries in Glasgow (reviewed by Mary Rose Beaumont in July) and of Steven Campbell at the Talbot Rice Gallery in Edinburgh. The festival city, despite its official disdain for the visual arts, also offers non-representational work by Scottish artists at the College of Art.

Those confined to London may take comfort, however. The Angela Flowers gallery has organised an excellent survey of Scottish painting which fills both its East End branches until September. The strength of the show lies in the range of work, which goes beyond the generation which broke through to fame in the 1960s, to include work from both older and younger graduates of the four Scottish art schools, Glasgow, Edinburgh, Dundee and Aberdeen, and some of their teachers.

As a student at Edinburgh College of Art I often found its academic discipline – still life and anatomy classes were compulsory – and the unquestioning acceptance of painting for painting's sake hard to bear. Eventually, however, I came to love the life class, and the absorbing struggle with that endlessly difficult task of representation of the human figure.

Many of the artists in this exhibition continue in this tradition, and their continued use of the figure is striking at a time when it is widely assumed to have ceased to be part of the contemporary artistic vocabulary. Also notable is the wide range of expressive purposes the figure is made to serve.

John Bellany, father of the present generation of Scottish magical realists, fills

large, semi-autobiographical, semi-mythical canvases like "Bounteous Sea," 1993, with a cast of sloe-eyed beauties both real and imaginary. Steven Campbell invents an impossible yet strangely familiar story-world in work such as "The Sadness of Swiss Peasants on the Rhine," 1989, where some sinister meanings lurk close to the deceptively light-headed surface.

The tradition of realism, drawing from the life, permits Jock McFadyen and Henry Kondracki to explore the city streets, capturing their inhabitants with humour and painterly dash. Peter Howson also uses his studies of street life as a basis for his enormous mythological can-

**Lynn MacRitchie finds Scottish figurative painting alive and well**

vases. Margaret Hunter and Gwen Hardie, who both studied with Georg Baselitz after their training in Scotland, make close examination of the figure central to their work. While in "Woman with Apron," 1992, Hunter's figure is stripped down to a primitive essence at its centre, Hardie moves ever closer to the body (usually her own), until in "Unto Me," 1992, details – in this case about three-quarters of a face – become huge abstract forms rendered in blobs of paint applied with sponge or fingers. For June Redfern, in canvases such as "Two Songs II," 1992, large, usually female, figures articulate a psychological or spiritual space, brought alive by those other Scottish preoccupations, the importance of colour and the handling of paint.

"Paintery" was a term of praise in my time and must remain so, for there are few

works here which do not merit it. Even those artists who have moved away from direct rendition of image on canvas to use their skills for different ends – the explorations of natural processes such as "HDE 23888" by Glen Onwin, for example, or "Symbol Stone," 1983, by Kate Whiteford, reveal both their skill at and pleasure in mark making and textual richness. The purely abstract works are perhaps the weakest in the show, not quite far enough removed from their inspiration in landscape in the case of Buchan and Shanks or rigorous enough in their presentation of colour (Colombia, Maclean) to travel far from the merely decorative. Their handling of paint, however, as should be expected from the heirs of Poppie, McTaggart and Gillies, is unfailingly impressive. Alan Davie shows the usefulness of image to anchor abstraction, even though the eclecticism of his magpie hoard of symbols ultimately weakens their effect.

Scottish painting is far from perfect. I still find myself baulking at its self-centredness, the narrow path from sketch-book to canvas, the reliance on a limited vocabulary of images – some drawn from the glorification of a brutal culture – and their repetition to the point of cliché. But these are generalisations, and this is a show of individuals, each of whose work demands attention, and the culmination of whose efforts over the last 30 years has led to the development of a body of work which grows ever more impressive with the passage of time.

**Scottish Painters, Flowers East and Flowers West at London Fields, 6 August until 12 September. Flowers East, 129/203 Richmond Road, London E8 3NQ. Tel 081 985 3333**

### Promenade concerts

## The Oslo Philharmonic

**D**uring the past seven years or so, the Oslo Philharmonic has earned unstinting admiration over here, doubtless it owes much to conductor Mariss Jansons (a Norwegian), but the young – strong, musically, fully responsive – speaks for itself.

Set for the Proms on Friday and Tuesday, it took to the stage to international soloists: as draws: first the Japanese phenomenon Midori, in Takayoshi's violin concerto, then Yuli Bashmet in the Bartók's Bartók was writing in his hands. He died. The orchestra did not have been so modest, giving itself a grade-A draw.

Bashmet's extraordinary quartet of the Bartók was marvellous to hear. Tensions are often cast in Tibor Serly's posthumous "unplotted" of the concerto. As won a place in the repertoire only because violists desperately need something substantial by some major composer after Mozart, Berlioz and Walton. But if this "Bar-

tók" concerto cannot pretend to be just what the composer would have written had he lived, it is nonetheless a substantial piece. Serly's many Bartók arrangements prove him to be a scrupulous disciple; more important, the viola concerto has its own pungent, introspective consistency of tone, echt-Bartókian and yet distinct from any of his previous music. The piece can seem wan, finial and episodic, but, however, in Bashmet's hands,

He is a magnificent brooder. Even single notes may have a smouldering density. That is not a matter of throbbing timbre, but rather of expressive sense relentlessly pursued. Here, Bashmet's tempi were uncommonly deliberate, the better to fathom the world-weary gentleness of this last Bartók score. Without his tritonic or overt virtuosity, he gave it the scathing candour of an unedited testament.

**David Murray**

On Monday the orchestra made Strauss's Alpine Symphony a continuously gripping and enjoyable experience, bursting with colour and energy, and this in spite of two handicaps

that in other circumstances could well have proved onerous, or even insurmountable.

The first, of course, is that the work itself is twaddle virtually from beginning to end. The second is that the Oslo Philharmonic is not a "native" Strauss orchestra. Yet so brightly enthusiastic was the Oslo attack, so unflagging the players' appetite, that even your reviewer, the most erratic of Straussians, was won over.

The concert, which was televised live on BBC-2 and broadcast on Radio 3, opened with Alfred Schnittke's (Kern Sommerachistraum) of 1983, a rather strenuous comic squib in the manner of Charles Ives. It then offered the Tchaikovsky Violin Concerto, with Midori, the Japanese Wunderkind, making her Proms debut. In the reflective passages she was lyrical, tender, velvety, exquisite; in the bravura ones rather effortful, unsparkling, as though diligently repeating a lesson carefully learned but incompletely absorbed.

**Max Lopert**

**Asking "Why Grease, the Musical?"** we imagine it is "Grease, the Lubricant?" she adds. "Still there are people prepared to pay to watch a ton of lard – it's called opera." She also asks the perennial ques-

tion: "What do lesbians do in bed?" And answers it "Try and get some sleep, it's difficult with so many people watching through the window."

The Perrier Award perpetuates stand-ups, but many comedians, and even more paying punters, have lost interest in anal fixated anecdotes about the performer's childhood, or oddball monologues about contact lenses and bodily fluids. The wiser comedians come up with some packaging these days. For Arthur Smith it is writing witty plays. His brilliant *An Evening with*

**Antony Thorncroft checks out the Perrier short list but finds that wiser comedians come with more packaging**

**Gary Lineker seems destined to haunt Edinburgh for ever. His latest, *Sod*, at the Pleasance, will quickly disappear again underground.**

We are just not interested why Frank decided to bury himself in his back garden for four months. It is immaterial to the real play, which Smith's memories, conveyed through Frank's ten year old son, of the summer holidays of childhood "when it was always boiling hot and every pop song was a classic." This is a sketch too far, with slight whimsical charm.

Other comedians develop a character. Last year Graham Fellows turned up as

**VIENNA**  
Kunsthalle The Language of Art: a survey of the relationship between text and picture in 20th century art, from the Cubists to the present day. The exhibition features work by Picasso, Braque, Magritte, Klee, Jasper Johns, Warhol and the Arte Povera movement plus a large group of contemporary artists including Jean-Michel Basquiat, Ian Hamilton Finlay and Christopher Wool. Ends Oct 17. Closed Tues

**WASHINGTON**  
Walters Art Gallery Art from Korea: rarely-exhibited ceramics and other Korean objects dating from the third to the 19th centuries. Ends Sep 12. Katukuri Prints by Hiroshige: designs by the 19th century printmaker, capturing climactic moments of famous theatre plays. Ends Sep 26. Artists of Ecumen: 25 drawings recording daily life in late 19th century France, by a group of artists eclipsed by Impressionism and the modern movement. Ends Feb 6. Closed Mon

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## INTERNATIONAL ARTS GUIDE

**METROPOLITAN OPERA** opens 1993-4 season on September 26, celebrating the 25th anniversary of the Met debuts of Plácido Domingo and Luciano Pavarotti. James Levine will conduct stagings of Die Walküre I, Otello Act I and Il trovatore III. The cast also includes Plácido Domingo, Luciano Pavarotti, René Pape, Bryn Terfel, and Hans Södergård.

The season has five new productions, three of which are by Verdi. Domingo sings title role in Stiffelio (Oct 21), led by Giancarlo Del Monaco conducted by Levine. This followed by Dvorák's Rusalka (11), an Otto Schenk production conducted by John Eliot Gardiner. Pavarotti returns for I Lombardi (Dec 2), cast that also includes April and Samuel Ramey. Tony Rolfe Johnson is seen in Colin Graham's

staging of Death in Venice (Feb 7), conducted by David Atherton. The final new production is Otello (March 21), conducted by Valery Gergiev and staged by Elijah Moshinsky, with Domingo, Carol Vaness and Sergei Leiferkus.

The first new production of New York City Opera's current season is Tippett's The Midsummer Marriage (Sep 9), followed by a trio of new operas in early October – Esmeralda's Manlin, Lukáš Foss's Griffel and Hugo Weisgall's Esther. The New York Philharmonic's season opens on Sep 22 with a Beethoven and Shostakovich programme conducted by Kurt Masur, featuring violin soloist Itzhak Perlman. Carnegie Hall opens the following evening with a Philadelphia Orchestra concert conducted by Wolfgang Sawallisch.

### EXHIBITIONS GUIDE

**BALTIMORE** Museum of Art Classical Taste in America 1800-1840: 250 paintings, sculpture, furniture and other objects showing the attraction which early Americans felt to the classical style. Ends Sep 26. Closed Mon and Tues

**BARI** Castello Svevo Corrado Giaquinto: the late-baroque artist, who provided enormous altar-paintings for numerous Roman churches and was feted in European courts

during his life-time, has since been unfairly neglected. This fine show, with works from European and American collections, attempts to set the record straight. Ends Sep 5.

**CHICAGO** Art Institute The Art of Holy Russia: 120 objects from the Russian State Museum in St Petersburg, dating from the 11th to the 18th centuries. They include panel paintings, textiles, metal liturgical objects, miniature icons, manuscripts in medieval Slavonic script and objects carved from wood, ivory and stone. Ends Sep 15. Daily

**DAVOS** Kirchner-Museum The Dance: a collection of drawings by the expressionist artist Ernst Ludwig Kirchner. Inspired by his friendship with two great early 20th century dancers, Mary Wigman and Gret Palucca. Ends Oct 10.

**DIJON** Musée des Beaux Arts The Golden Age of Dutch and Flemish Painting: a selection from Catherine the Great's collections in the St Petersburg Hermitage. Ends Sep 27. Closed Tues

**DORTMUND** Museum für Kunst China's Golden Age: 120 art objects from the Tang Dynasty (618-907 AD), including richly-ornamented golden vessels, porcelain, silks, brocade and figurines. Ends Nov 21. Daily

**EDINBURGH** National Gallery of Scotland Holbein and the Court of Henry VIII: 29 portrait drawings and five miniatures from the unrivalled royal collection at Windsor. Ends Sep

26. Daily  
**SCOTTISH NATIONAL GALLERY OF MODERN ART** Russian Painting of the Avant-Garde: Kandinsky, Malevich, Larionov, Popova, Goncharova and others who flourished before the Stalinist suppression of innovation and experiment. Ends Sep 5. Daily

**Royal Scottish Academy** The Line of Tradition: 300 watercolours, drawings and prints by Scottish artists from 1700 to the present. Ends Sep 12. Daily

**SCOTTISH NATIONAL PORTRAIT GALLERY** Phoebe Anna Traquair (1852-1936): paintings, embroideries and illuminated manuscripts. Ends Nov 7. Daily

**CITY ART CENTRE** The Walking Dream: only British showing of the Gilman Paper Company collection of photographs, charting the development of photography through its first century from 1839 to 1939. Ends Oct 2. Daily

**ESSEN** Folkwang-Museum Morozov and Shchukin, Russian Collectors: 120 works from the St Petersburg Hermitage and Moscow Pushkin Museums, representing the remarkable collection of French impressionists and early moderns built up by Russian entrepreneurs in the early years of this century. Ends Oct 31. Closed Mon

**FLORENCE** Casa Buonarroti Michelangelo - 18 masterpieces: these are the top drawings out of the 200-strong collection owned by the Buonarroti Collection. Ends Oct 31. Daily

**MARTIGNY** Foundation Pierre Gianadda Degas: his entire work as a sculptor, consisting of 74 bronzes of horses, dancers and nudes, surrounded by dazzling pastels, oils and

drawings relating to them. Ends Nov 21. Daily

**MOSCOW** Pushkin Museum Matisse: an abridged version of the recent show in New York and Paris, but slightly augmented by 130 paintings from Russian collections. Ends Sep 15, after which the show will move to the St Petersburg Hermitage.

**LONDON** Hayward Gallery Ariadna: the most comprehensive exhibition of Aboriginal art ever seen in Europe. Ends Oct 10. Daily

**ROYAL ACADEMY OF ARTS** Pissarro's Series Paintings. Ends Oct 10. Daily

**TATE GALLERY** Art and Liberation: painting and sculpture in postwar Paris 1945-55. Ends Sep 5.

**TURNER'S PAINTING TECHNIQUES**: Ends Sep 12. Edward Burne-Jones: sketches from the museum's collection, underlining the 19th century English artist's skill as a draughtsman. Ends Nov 7. Daily

**LUGANO** Villa Favaretto Lost Empire of the Silk Road: a remarkable collection of 87 well-preserved pieces of Buddhist art from the 10th to 13th centuries, which lay buried under the sands of the Ghobi Desert, until they were uncovered during archaeological research in 1908. Ends Oct 31. Also 18th and 20th century paintings and watercolours from the Thyssen-Bornemisza Collection. Ends Nov 25. Closed Mon

**MUSEUM OF MODERN ART** Latin American Art of the 20th century. Ends Sep 12. Chuck Close (1940): 15 large-scale screen prints. Ends Sep 28. Closed Wed

**PARMA** Magnani Rocca Foundation The Barilla Collection of Modern Art: paintings and sculptures by Picasso, Dubuffet, De Chirico, Magritte, Bacon, Sutherland and many other 20th century artists. Ends Nov 26. Closed Mon

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## The Edinburgh Festival

### MacMillan's operatic issues

**T**he festival prospectus promised us a "double bill of operas". Whatever else they may be, *Busqueda* and *Vistitao sepulchri* by James MacMillan are not that and the evening devoted to them at the King's Theatre on Wednesday left impressions that were anything but operatic.

This was the most substantial offering of Edinburgh's in-depth survey of MacMillan's work. For those not familiar with the composer, a brief biography may be helpful. MacMillan is Scottish, at 34 still young in today's terms, his homeland's leading voice in new music. He has taken up a decisive stance on political and religious issues. Of these two works, both steeped in the Catholic faith and one also recalls a recent case of political

mass injustice, beliefs on MacMillan's part which give this music added purpose.

*Vistitao sepulchri* is less an opera, more a celebration of faith. It sets a 14th-century liturgical drama that would have been enacted at Notre Dame in Paris on Easter Sunday. First the crucifixion, then the resurrection as recounted by three angels to three women, and finally a "Te Deum", its culmination in a hymn of praise.

The intention is to portray the events in as objective a manner as possible, so MacMillan effectively de-personalises his music, having the text chanted or sung in ensemble wherever possible; no individual emotional response is allowed.

# Showdown at the palazzo

Haig Simonian on rifts at the world's oldest bank

The whiff of scandal has penetrated the thick stone walls of Monte dei Paschi di Siena, the world's oldest bank. In five centuries of lending, through the bloody wars between the city states of Florence and Siena and the unification of Italy, its reputation has never faced such attack.

Two members of its board were arrested earlier this year after allegedly receiving kickbacks for granting loans. They have been bailed pending trial. Soon afterwards, Mr Carlo Zini, managing director, stepped down, after being told by magistrates that he was under investigation on similar allegations.

The inquiries - against the background of Italy's 18-month political corruption scandal - caused a tremor along the Gothic corridors of Monte dei Paschi. Located in a fortress-like palazzo and founded in 1472, it is the second biggest bank in Italy after Banca di Roma in terms of branches.

At stake are more than Monte dei Paschi's image and the careers of a few individuals. Concerns prompted by Italy's corruption scandals will also have an impact on a longer-running debate in Siena: whether to break the shackles which have bound the bank and city council for centuries.

There is no suggestion that the council has been involved in corruption. But investigations across Italy into links between politicians and business could tip the balance in a debate about whether Monte dei Paschi has to change to compete in Italy's increasingly aggressive banking sector.

With the Italian government keen to encourage competition, Monte dei Paschi's structure, which dates from its origins as Siena's municipal pawnshop, was looking outdated even before Italy's corruption scandals erupted.

Controlled by the city council via a charitable foundation, the bank has neither the freedom of a quoted company to raise capital nor the discipline imposed by a wider shareholder base. The bank's board consists of just four members of the council and four bank representatives.

Adding to the pressure for a rethink on Monte dei Paschi's future has been a steep fall in its profits. The recession has forced the bank, like many others in Italy, to increase provisions against bad debt. Last year net earnings fell to just Lsbn (23.3m) from L238m in 1991.

Monte dei Paschi is now the



only big bank left in Italy tied so closely to its historical roots. In January, Turin's Istituto San Paolo, which also started as a pawnshop, was floated on the stock market, allowing it to tap shareholders for money and reducing suspicions that it is susceptible to political influence.

Transforming Monte dei Paschi into a limited company is the battle cry for younger managers and some in the banking world outside Siena calling for radical changes at the bank. Such a move would bring tax breaks under legislation meant to encourage banks to move from charitable status and eventually to flotation.

"Executives know the bank must turn into a limited company if it is to remain competitive with other big banks, such as San Paolo, which have already made the change," says one manager. "But they can't force the issue. Public opinion in Siena could block any changes that might compromise local control."

Resistance to change has come from the city council, dominated by the former Communist party, which is reluctant to relinquish local government control and sees little necessity for reform of the bank.

Mr Pierluigi Piccini, Siena's mayor and the most prominent of the anti-reformers, says: "Not all successful banks are limited companies. There are plenty of financial institutions in the UK, France and Germany which do very well under municipal control."

He believes there is a close "moral bond" between the city and the bank, which has, under its charitable status, to offer half its profits to the community. "We have traditionally refused to take the full proportion of profits we are entitled to, preferring to leave the remainder to the bank to help finance its growth," says Mr Piccini.

The Siennese have traditionally defended the bond between city and the bank as tenaciously as they once fought to remain independent of Florence. In a city famous for its fierce internal rivalry, which finds expression in the twice-yearly Palio horse race, the bank is a symbol of unity.

Trying, discreetly, to steer a

course between the radical reformers and opponents of change are Mr Vincenzo Pennarola, who took over last month as managing director, and Mr Giovanni Grottanelli de Santis, Monte dei Paschi's chairman, appointed last December. They are keen to take advantage of opportunities for regional and international expansion - Bank of Italy controls on territorial expansion by banks were relaxed in 1990. But Mr Grottanelli de Santis and Mr Pennarola are reluctant to sacrifice the links with the city which, they acknowledge, have ensured the bank's stability since its foundation.

They deny reports that they

are determined to take the

bank public, stressing instead

that Monte dei Paschi must

streamline its cumbersome

structure.

The group comprises six, partly overlapping, banks. The parent company has 669 branches, while Banca Toscana, the biggest subsidiary, has a 259-branch network, much of it in the same Tuscan towns as its parent. Last year, regional duplication increased when the bank bought a municipally-controlled savings bank in Prato, also in Tuscany. In northern Italy, Credito Commerciale and Credito Lombardo, the group's two Milan-based banks, also overlap.

"Monte dei Paschi is a very unusual bank," says Mr Pennarola. "We have to decide on a future structure and are now preparing various options to put to the board within the next two months." But with local passions running high, Mr Grottanelli de Santis says steps on restructuring would not necessarily foreshadow the bank becoming a limited company. Conscious of the sensitivity of the issue, he goes out of his way to avoid a public confrontation with the city council. "We welcome the city's participation on our board," he says. "Find me another bank where the managing director or chairman are stopped in the street by old schoolfriends, or even strangers, and buttonholed about yesterday's decisions."

But Mr Grottanelli de Santis's carefully-chosen words cannot hide the debate over the bank's future. This year's corruption scandals have not helped the bank's image over the short term. If public opinion shifts in favour of creating greater barriers between politicians and business, it will test the relationship between the Sienna council and reformers such as Mr Grottanelli de Santis and Mr Pennarola.

The post-privatisation picture is not all roses for the consumer. The most obvious bad tidings came from the water industry, where demands for improved quality

burdens, likely to total £45bn,

are being passed to consumers.

Many electricity users, too,

have faced significant price

rises, although domestic bills

this year have been reduced.

But UK householders' bills

still compare well with others'

in real terms.

Domestic subscribers with

"medium-sized" bills - an average £24 a quarter - have seen a

5 per cent average reduction

since 1989. Significantly higher

line rental charges - up by

about 40 per cent since 1988 -

have partially offset lower charges.

The water and sewerage

industry has had no good news

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1988. But it claims to have

corrected decades of under-investment. Average household

water bills have risen by

almost 37 per cent more than the RPI in the past five years.

Consumer surveys by

Anglian Water and Welsh Water have found that con-

sumers will accept still higher

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If the privatised businesses

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their respective regulators as

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marketplace competition they face.

As for passengers of a priva-

tised railway system, the expec-

tation is that to help

revive a loss-making industry

in long-term decline, prices

will have to rise before and after privatisation.

The government says privati-

sation will offer more and bet-

ter trains at attractive fares. In

the grand tradition of railway

passengers, they will have to

wait to find out.



Commuters in the south-east face steep fare increases, part of the inevitable flattening up process before British Rail is privatised

## On the bandwagon

Privatisation need not mean price rises, says Michael Cassell

To the cynical consumer, the pattern looks familiar. With the government intent on privatising British Rail, leaked BR documents suggest passengers in the south-east lines face fare rises of up to 15 per cent.

The move is seen as the inevitable flattening up process before BR is auctioned off. The expectation is of further, steeper fare increases.

But the widely held perception is that, whatever happens to the quality of service, privatisation spells bigger bills, can be wide of the mark.

The debate rages over excessive

profits and executive rewards in privatised utilities, the first of which, BT, has been free of the state for nearly 10 years. But the evidence sug-

gests consumers have few

grounds to complain on prices.

Whether or not privatisation

is responsible, businesses like

BT, British Gas and, for some

customers, the regional elec-

tricity companies can boast

large real price reductions.

Low inflation, rising competi-

tion and tough regulatory con-

trols have played a part.

The price performances of

some privatised businesses

may look unduly flattering,

since they are being compared

with large price rises in the

run-up to flotation.

It is impossible to say with

certainty what prices would

have been if suppliers had

remained in state ownership,

though some observers believe

they would have offered a bet-

ter deal to customers.

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## FINANCIAL TIMES

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Friday August 27 1993

## Bundesbank stays tough

**YESTERDAY'S** interest rate cut that did not happen was as revealing as the dog that did not bark. The Bundesbank is trying to tell the world something. Others should listen carefully and respond sensibly.

It sometimes seems a pity that analysis of financial markets is dominated by its Anglo-Saxons. They are right when recognising the limits on the ability of governments to override markets. But it seems almost impossible for non-German analysts or even non-German politicians to understand what the Bundesbank is about.

Surely, they have been saying, the Bundesbank would not persist with its tired monetarism, especially when monetary growth is a mere one per cent above its target range. Would it really impose a savage recession in order to push inflation from 4 to below 2 per cent, when higher administered prices explain much of the inflation? Would the Germans tolerate such severity when they are struggling with unification? And what about Mr Kohl, slayer of Bundesbank inhibitions on German monetary union, would he allow the ERM to be put to the sword?

The answer to all these questions, we now know, is yes. The Bundesbank does believe in monetary targeting. Enough of the Germans who matter will not merely put up with its policy, but support it. And as for Mr Kohl, he neither can nor will do anything to halt it.

Interest rates are a decision for the Bundesbank, said Mr Kohl yesterday during his summit meeting with the French prime minister, Edouard Balladur. This did not prevent the German chancellor from reiterating his desire to see Europe's economic and monetary union implemented on schedule, with the familiar proviso that participants should first meet the Maastricht Treaty criteria. Since this is precisely what the Bundesbank has made difficult to achieve, Mr Kohl might be accused of wanting to have his cake and eat it.

## D-Mark appreciation

Mr Hans Tietmeyer, the Bundesbank's president designate, is another open to the same accusation. He wants to be free of the costs but still enjoy the benefits of the ERM, by arguing that a substantial appreciation of the

## Big trouble at Volkswagen

**AS GERMANS** yesterday witnessed the astonishing sight of police officers swooping upon the premises of Volkswagen and the homes of VW executives, they must be reflecting that nothing the German car-maker has done this year has been in character.

The decision to bring in as chairman the hard-driving Austrian, Mr Ferdinand Piëch, with a remit to jolt VW from its losses and lethargy; the recruitment from General Motors of the flamboyant Basque, Mr José Ignacio López de Arriortua, as VW's production director; and finally, the mix of scorn, bluster and diplomacy with which VW responded to charges that Mr López's valour to his new employer had been augmented by an unspecified quantity of information and material stolen from GM. It is as if a portly middle-aged man, after a lifetime of grey suits and regular habits, had taken to designer sports-wear and dark glasses.

Such changes in regime are always dangerous; indeed they sometimes lead to heart attacks. That does not mean they can be avoided; it means they must be properly planned and carefully supervised.

The case for ambitious change at VW was and is beyond argument. Its costs are too high and its speed of reaction too slow. When those weaknesses were tested by a recession in the company's domestic market, the result was a collapse in profits. Mr Piëch seemed like the man to meet the challenge. He has vision and a track record in managing change.

## Serious mistakes

It is time, however, for him to acknowledge that he has made serious mistakes. Whatever the basis of the allegations against Mr López, he was unwise to place such heavy reliance upon the talents of a single individual to effect a cultural transformation in the way VW makes cars and deals with suppliers. Mr López may be a star, or a "change agent" in the business school jargon, but changing on this scale requires consent, which cannot be produced only by force. It also goes without saying that in demanding painful change, the proponents have to be unimpeachable in terms of their own integrity. If not, they will be

## Deep gloom

Mr Rexrodt himself cannot survey the affair with anything but the deepest gloom. His meditation has had no effect and should not have been attempted in the first place. His motive, to prevent further damage to the image of German industry, and especially to VW, which is in part a state-owned company, is understandable, but it is not the job of government ministers to intervene when a serious criminal investigation is in prospect. The modernisation of German industry, which must include increased transparency in the way that companies are governed, requires that ministers play a more restrained role.

Probably the most encouraging aspect of yesterday's events is that they show the state prosecution system, initially sluggish in its response to GM's allegations, to be somewhat zealous in its determination to get to the bottom of the López affair. It is now in the interests of VW, German industry and Germany itself that this process be completed as speedily and effectively as possible.

It cannot yet be predicted what that means for Mr López or for Mr Piëch; the VW board will have to judge where the best interest of the shareholders lies. For the company's suppliers, whose excessively high costs were to be the target of the Piëch-López onslaught, it is a time to marvel at the chaos and to remember that when this particular battle is over, someone from Wolfsburg will back with a demand that they cut their prices, or else.

**A**s the Bosnian parliament meets in Sarajevo's battle-scarred Holiday Inn hotel today to debate the latest peace plan drawn up in Geneva, it does so to the sound of an international ultimatum.

If western negotiators are to be believed, today's meeting represents the last chance for the Bosnian government to agree a settlement – either it must accept the plan to divide Bosnia into three ethnic mini-states, before returning to the negotiating table in Geneva on Monday or, inevitably, it must face further bloodshed.

Such an ultimatum is unlikely to have much effect, however. Although the Serbs and Croats seem likely to accept the deal when their own parliaments meet today, the Bosnia government seems set to demand revisions for as long as it believes it can force a better deal either by stepping up the threat of western military intervention or by continuing the onslaught in central Bosnia.

An attempt by the country's week, multi-ethnic government to stall would be understandable. Both alternatives on offer – agreement or further fighting – are undesirable. If the Moslem-dominated leadership says "yes" to the plan, they will be accepting a "solution" that not only legitimises the dismemberment of Bosnia and with it their military defeat, but which also seems unworkable.

The new map of Bosnia would give the Serbs a geographically contiguous republic covering 54 per cent of Bosnia, and borders with Serbia and Croatia; the Croats would have 17 per cent of the territory, divided into two parts, one of which touches Croatia; the Moslems, who formed 43 per cent of the population before the outbreak of war, would be scattered between four disjointed chunks of land, wedged between two hostile states, "Bosnia" would be little more than a name on a map.

Vital questions would remain: where would ethnically mixed Bosnians live, who would govern the capital Sarajevo and the southern town of Mostar after the proposed two years of United Nations and European Community administration; how could the Moslems be guaranteed access to economic supply lines via the Adriatic Sea and River Sava in the north?

A senior American official in Washington commented: "That any one could even think this map would be workable shows how desperate the situation is. This is really the end of the Moslems."

And yet, as the international mediators, Lord Owen for the EC, and Thorvald Stoltenberg for the UN, have repeatedly stressed, if the Moslems reject the plan today, they

## Deadly delays as winter approaches

Is this the last chance for Bosnia's warring factions to reach an agreement, ask Gillian Tett and Laura Silber

Bosnia-Herzegovina: the proposed partition



face intensified aggression.

Mr Radovan Karadžić, the Bosnian Serb leader, has warned that a rejection by the Moslems would trigger an all-out assault by the Serb armed forces, who now control 70 per cent of Bosnia in an act of territory in the north and east – almost all their military gains.

The Bosnian Croats, smarting from a series of recent Moslem victories in central Bosnia, seem even more ready to continue the fight. Some Moslem commanders believe that they could sustain further Croat assaults, and want to expand the land they have wrested back in the past four months.

But if the two options facing the Moslems seem to provide enough motivation for them to stall, either potential outcome of today's meeting threatens fresh diplomatic embarrassment for the west. The US and its European allies are still far from ready to police a partition. They remain even more divided about what course to pursue if the Moslems reject the agreement.

Earlier this week, Lord Owen admitted that without buy-in from the US, America's unwillingness to deploy ground troops – while pushing



A Bosnian woman at the graves of two of her grandchildren in Sarajevo. The children were killed by Serb artillery

than any seen in the United Nations' history, the agreement stood little chance of being signed, let alone implemented. How many peacekeeping troops would be needed is unclear. Mr Stoltenberg has suggested 40,000, in addition to the 10,000 on the ground in Bosnia. Most military experts believe this is an optimistic assessment.

However, given the UN's current financial crisis, and indecision at Nato's highest levels, finding even 40,000 troops would require considerable diplomatic effort. UN secretary-general, Mr Boutros Boutros Ghali, today indicated that it was unlikely that the UN could provide such a force. The British and French governments insist that the political will in Europe to deploy peacekeeping troops is still there.

But, symptomatic of the footdragging, they say that without a settlement, they cannot give assurances about how many troops might be deployed, or when.

In practice, though, the main stumbling block to deployment is a lack of firm commitment from the US. America's unwillingness to deploy ground troops – while pushing

for air strikes that might endanger the European ground troops already deployed – has rankled European leaders and fuelled transatlantic tensions.

Most European allies insist that the bulk of a peacekeeping force must come, at least initially, from the US. But though US administration officials say their earlier commitment to assist in implementing a peace agreement stands, they have avoided any specific discussion of the size or type of involvement.

But if a peace agreement poses a policing quandary for the west, the possibility that the Moslems will reject the plan poses almost insuperable uncertainties. After a year of stop-start negotiations, many western diplomats view the prospect of more peace talks in Geneva with dismay.

One British foreign official said this week: "We cannot start the negotiations from scratch again. If Lord Owen asked for more negotiations than we would support him, but we can't have the negotiations all over again."

One factor influencing diplomats may be the suspicion that the two

mediators are increasingly acting out on a limb – a view that grew this week after reports that they had not consulted European governments before suggesting that Moslem should be run by the EC.

But if the latest peace plan crumbles, the alternatives for the western allies – that they should either withdraw their humanitarian efforts from Bosnia completely, or intervene with a large-scale military force to make the Serbs relinquish land – remain. European diplomats say, almost unthinkable.

The US has, in the past, embraced the idea of tougher action against the Serbs. However, calls for air-strikes earlier this year were greeted with deep reluctance in Europe. So far, there is no sign that the British and French governments have changed their opposition.

A few lone voices can still be heard in Washington, demanding a lifting of the arms embargo against the Bosnians. But in spite of the deep moral distaste felt throughout Europe at the apparent abandonment of the Bosnian Moslems, the European allies have shown no sign of accepting either a lifting of the embargo, or a full-scale military intervention.

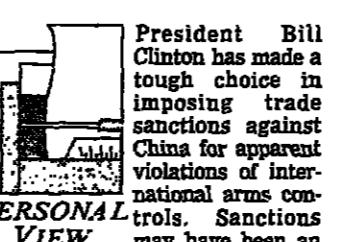
And though German officials – and the press – continue to grumble with frustration at British reservations about becoming embroiled in the conflict more deeply, there is no sign that they are prepared to do more than seek fresh humanitarian initiatives, and to bring their diplomatic influence to bear on a recalcitrant Croatia. Some American officials have also turned their attention back to Croatia, suggesting that if the Croats continue their blockade of Mostar they could face economic sanctions.

In the UK, the government has mainly confined itself to trumpeting the extent of its aid commitment to Bosnia. Although it has set up a high-level military command to control its operations in the region, military officials admit that its main task so far has been drawing up plans for emergency withdrawal of troops if the three warring factions turn their guns on the allies.

But as western dithering continues, winter is approaching. With aid agencies warning that the suffering this winter could be worse than anything so far in the 17-month conflict, the fear remains that if President Alija Izetbegovic, the Moslem leader, stalls, and fighting grows more ruthless, by next spring there may not be a Holiday Inn left standing in Sarajevo – or even a Bosnian leadership left to meet in it.

Additional reporting by George Graham in Washington and John Riddington in Paris

## US should go softly, softly on China



President Bill Clinton has made a tough choice in imposing trade sanctions against China for apparent violations of international arms controls. Sanctions may have been an effective weapon against China in the past, but the emerging global realignments make their efficacy more questionable and the risks higher.

The US move – especially if followed by further sanctions directed against China's repressive internal regime – could drive the Chinese, and ultimately the members of the Commonwealth of Independent States, away from the west.

Until the breakup of the Soviet Union, China was regarded by the west as an important counterweight to Soviet power; it is now thought to have little strategic importance. But the west should recognise that China is almost guaranteed to become an economic superpower and that it could easily grow to dominate and influence the

economies of the CIS countries. The CIS countries are currently determining whether to seek long-term strategies of economic integration with the west or whether to turn inward. While the US is pouring billions of dollars into those countries in the hope of persuading them to integrate with the west and adopt democratic institutions, it is virtually ignoring the profound implications of the emerging Sino-CIS rapprochement.

The risk of the CIS turning away from the west is great despite its short-term dependence on aid.

When President Boris Yeltsin visited China late last year he signed 24 agreements that he said gave the Chinese a headstart over the west in developing links with Russia. With \$6bn in bilateral trade, China is the only country that is expanding trade with Russia. Official border trade has exploded from less than \$100m in 1987 to \$2bn in 1992. The actual trade volume is substantially higher, as indicated by the more than 3,000 arrests along the frontier for smuggling offences last year.

There is an undeniably degree of

economic complementarity between China and the CIS, with China's consumer goods being traded for CIS raw materials and heavy industrial technology. What is more alarming is that many of the central Asian republics are adopting the "Chinese model" in which autocratic rule coexists with economic liberalisation.

It is the success of this autocratic

government such growth may be doomed. They point to Taiwan and South Korea as examples of where patience with the authoritarian ways of government has led not only to a stronger economy but ultimately to increasing political freedom. And they cite Russia as an example of where pushing political freedom too quickly can make it impossible to achieve economic growth.

This is a point not lost with the governing elites in Moscow.

Against this backdrop, any efforts by Mr Clinton's to force China to make internal reforms are likely to have at best a cosmetic impact on freedom. For example, the Chinese may agree that no prison labour is to be used on products exported to the US. But that does not stop them from diverting prison labour for domestic uses and/or exports to other nations.

In the meantime, China does not stand still. Where possible it is diversifying its export base away from the west. Despite a rapid expansion of total trade, China is more dependent on the US and European Community than it was

in 1989. Apart from the CIS it has dramatically expanded trade with former foe Japan and opened trade with another former foe, South Korea.

If, through protracted economic failure, the CIS develops along the same lines as China, and China continues to diversify its export base, then both could become gradually isolated from the west. At that point the US would no longer be so cavalier about its position towards China.

In order to hedge against this risk, US foreign policy must now draw China's economy further towards the west. If it is successful, then even if the CIS does go the way of China, it is still likely to become integrated with the west. That would help preserve peace and freedom.

William A Mundell

The author is president of the WEFA Group, an international economic consulting firm.

## OBSERVER



'I notice the fathers weren't even around to be absent'

she was forced to leave. Behind the confrontation lies not only the fact that the society considers itself far more purist than The Sealed Knot, from which it broke away some years ago, but that living history is becoming almost as big business for societies which mount such events in Britain as it already is in America.

Devotion

■ No Toll for union leaders. And no overtime either. No, they said, time off in lieu would simply not do. A conference to discuss the future of the unions at a luxurious hotel in leafy Surrey on Wednesday was triggered by this week's high point – the re-enactment of a real English Civil War battle 350 years ago. The Sealed Knot, one of the main real-life societies which mounts "living history" re-stagings of battles, sieges and occupations was even given a walk-on part.

But here again, *The Archers* is not a patch on reality. A fortnight ago, in what was supposedly a peaceful re-enactment of Royalist life in Stowey castle in rural Shropshire, 11 men became loose when a female member of the Sealed Knot showed up (in male 17th century dress) as an event staged by the arch-rival English Heritage.

Flanked by their imposing

officials, the society's

members

had

been

targeted

by

the

audience

and

swearing,

during which the

audience realised only gradually

that the confrontation was for real.

Out-classed

■ Three years ago, Observer predicted that the new, thrice-yearly Treasury Bulletin, the slim, tattered paperback of austere articles about monetary targeting and other economic arcane, would soon become a collector's item.

Yesterday, the prediction came true. The Treasury confessed that

the latest volume was the last

edition of a publication whose cover

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Friday August 27 1993



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## Decision could delay French cuts, say economists Bundesbank leaves key interest rates unaltered

By Quentin Peel in Bonn, John Riddington in Paris and James Blitz in London

THE German Bundesbank yesterday stood firmly by its monetary policy, refusing to cut one of its key interest rates in spite of expectations by the financial markets.

In a renewed demonstration of its determination to take a long-term view of inflation prospects and the growth of money supply in the German economy, the central bank council declined to react to the latest slight easing in the inflation rate. It left its discount rate at 6.75 per cent, and the Lombard rate at 7.75 per cent.

Economists in Paris said the decision could delay reductions in French interest rates. But they said France would still pursue its policy of step by step cuts in borrowing costs.

"There might be a tactical wait before the next move," said Mr Christopher Potts, economist at

Banque Indosuez in Paris. "But French rates will continue to head downwards and the momentum of falling money market rates should be maintained."

Speculation about a cut in German rates centred on a statement by Mr Hans Tietmeyer, the vice-president of the Bundesbank, that further appreciation of the D-Mark was "undesirable," and on a reduction in the inflation rates for three of the largest federal states.

However, the latest money supply figure, for the M3 broad measure of money supply, showed a growth rate of 7.5 per cent in July, well above the 6.5 per cent upper limit of the bank's target range.

The decision not to move on interest rates came as a disappointment to dealers in financial markets and to the German government, which is looking for a steady reduction to help revive the German economy.

The French franc and other

European currencies came under pressure after the Bundesbank meeting. The franc closed at FFr3,502 to the D-Mark, nearly 3 centimes down on the day. The Belgian franc fell particularly sharply, undermined by a declaration from a group of Flemish economists earlier this week that the currency should break its link with the D-Mark.

The Bundesbank council meeting was the first since late July, when its refusal to cut its discount rate precipitated currency turmoil within the exchange rate mechanism of the European Monetary System.

Neither Mr Helmut Kohl, the German chancellor, nor Mr Edouard Balladur, the French prime minister, was prepared to criticise the Bundesbank after their talks in Bonn yesterday, at which they sought to patch up differences over the EMS debacle.

Editorial Comment, Page 13  
See Lex

## Babangida steps down but army still rules in Nigeria

By Paul Adams in Abuja and Leslie Crawford in Lagos

GENERAL Ibrahim Babangida yesterday stepped down as Nigeria's military ruler and installed a non-elected administration of civilians and soldiers, in which the military is expected to retain an upper hand.

It remains unclear, what role, if any, will be played by the man who seized power in 1985 and has since postponed the handing over to civilian government on three occasions.

The composition of the adminis-

tration was also uncertain, although civilians are expected to outnumber the soldiers.

In a prepared speech due to be broadcast last night, Gen Babangida said: "I believe the time has come for me, my service chiefs, deputy chief of defence staff and inspector-general of police to give way to a new set of leadership to propel our march towards lasting civilian democratic governance at all levels of our country."

He urged Nigerians to give the interim government a chance to finish the transition to civilian rule. The new administration's length of tenure has not been announced.

Chief Ernest Shonekan, head of the outgoing administration which served under Gen Babangida, was named as Nigeria's head of government.

Gen Sani Abacha will keep his post of defence minister in addition to the new post of vice-president. Gen Abacha played a pivotal role in pressuring Gen Babangida to quit office.

Several members of the outgoing transitional council, appointed by Gen Babangida eight months ago to oversee the change to civilian rule, are expected to stay on in new jobs.

Gen Babangida leaves a bank-

rupt legacy. During his eight-year rule, Nigerians saw their country drop out of the club of middle-income nations to join the impoverished.

Per capita income fell from \$1,000 in 1980 to under \$300. The naira, once worth more than the dollar, is now worth only a few cents. Nigeria owes around \$30bn to foreign creditors, including arrears.

## THE LEX COLUMN

### The Bundesbank sticks

It has taken financial markets a long time to understand that the collapse of the ERM also gave Germany freedom over monetary policy. Yesterday's Bundesbank decision to leave official interest rates unchanged means that, unlike its partners, it is using that freedom. France would still like lower German rates so that it can follow suit without jeopardising the franc, but Germany is now concentrating on purely domestic considerations. The rate of money supply growth, in particular, does not currently warrant lower rates.

If that was true yesterday, it will almost certainly be true in two weeks' time. So those who think the Bundesbank was simply deferring any decision until its next meeting could end up disappointed. Indeed the bank's readiness yesterday to deny itself any additional room to manipulate money market rates lower suggests it is in no hurry at all. It may now be several weeks before a further cut can be expected.

That puts countries like France, Denmark and Belgium in a spot. The best practical solution might be concerted interest cuts of their own which would limit the exchange rate uncertainty. Given the pressures, they will have to find some way of lowering rates, which may explain why bond and equity markets remain so relaxed. The Bundesbank's behaviour, though, makes the recent strength of Frankfurt equities look distinctly odd.

#### Guardian Royal

All credit to Guardian Royal Exchange for grasping the nettle of new European accounting rules by including investment gains in profit. The old format, under which only investment income flows through the profit and loss, makes an arbitrary distinction between yield and capital gain. If the accounting change focuses attention on how insurance companies invest shareholders' funds, so much the better. Yesterday's figures demonstrate that investment performance often matters more than underwriting.

GRE's net assets have risen by more than half over the last year despite net underwriting losses. There is room to doubt the company's claim that such returns are the result of deliberate strategy. The £40m gain from Irish gilts, for example, looks fortunate.

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Gen Babangida leaves a bank-

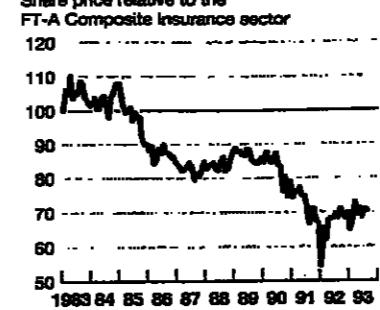
rupt legacy. During his eight-year rule, Nigerians saw their country drop out of the club of middle-income nations to join the impoverished.

Per capita income fell from \$1,000 in 1980 to under \$300. The naira, once worth more than the dollar, is now worth only a few cents. Nigeria owes around \$30bn to foreign creditors, including arrears.

FT-SE Index: 3079.2 (0.0)

#### Guardian Royal Exchange

Share price relative to the FT-A Composite insurance sector



Source: Datstream

tion of investments it will remain so.

One might also wonder whether large investment gains are compatible with underwriting profits other than in the short term. Having restored insurance profits by shedding business, GRE would doubtless relish the opportunity to take the initiative.

With a solvency ratio of 50 per cent, the best in the sector, it can afford to do so. Yet GRE's record of picking the right route for expansion is less comforting. That amounts to an argument for caution even if that means returning surplus capital to shareholders, however enticing the investment returns might seem.

#### Rentokil

So much for worries about Rentokil's ability to keep earnings growing by 20 per cent a year. Thanks to some impressive work on margins in the first half, it remains comfortably within that target, even after stripping out exchange rate effects. That should keep the faithful satisfied for a while. Its growth ambitions are growing harder to satisfy just the same.

UK margins approaching 30 per cent simply cannot be pushed much higher. Rentokil thus has to rely on volume growth. Its recent purchase of Securicor could help. But it is still likely to need a steady diet of further acquisitions. Although Securicor has eaten up the £74m net cash on its books at the half year, Rentokil could easily accumulate a further £100m by the end of next year.

Yet with net assets low in proportion to its business, Rentokil cannot afford to write off much goodwill. Any large acquisitions might therefore

have to be accompanied by a share issue, for much the same reason as MB-Caradon launched a rights issue to help pay for its purchase of Pillar from RTZ. The difference is that, unlike Caradon, Rentokil has a large single shareholder: Denmark's Sophie Berendsen owns nearly 56 per cent. Berendsen must sell if the need does arise. VW will put its money on the table. Its failure to do so would be a clear signal that others should sell.

#### Volkswagen

Volkswagen's half year figures suggest that profits are now haemorrhaging more slowly, but the improvement is not fast enough to meet the company's target of breaking even by the year end. VW has now admitted as much, though given that the aim always looked optimistic, that is scarcely a surprise. More worrying is the likely weakness of any rebound in the market next year, reinforcing the need for the long-term cost reduction programme started by Mr Piech and Mr Lopez.

Their troubles with GM are doubtless absorbing a great deal of management time and may yet cost one, or even both, their jobs. Shareholders can hardly be amused by full-scale police raids on the company. Senior departures – particularly of Mr Piech – would badly hinder the reform effort. Restructuring the high-cost Wolfsburg plant is a complex and difficult task, which will take time and a clear sense of purpose. Yet once the strategy has been laid out the task can be completed by others. Besides, around two-thirds of costs are attributable to suppliers: it is there that the greatest savings can be made easily. Yet VW will still have to turn its traditional trick of producing cars which can command a premium in the market if manufacturing at Wolfsburg is to have a long-term future.

#### Reuters

Reuters' successful share buy-back is less astonishing when one considers the tax advantage to UK pension funds whose receipts are gross of income tax. Since the accompanying tax credit effectively gives them £1.20 a share, it was worth selling to the company at £14 even though the market price was around £15. The question is whether the lucky winners will use the proceeds to replenish their holdings of Reuters or spread them liberally round the rest of the market.

## Improved orders lift hopes of sustained UK recovery

By Peter Norman,  
Economics Editor

HOPES that Britain's economic recovery may prove to be sustained were boosted last night by news that UK manufacturers' order books are at their best levels for 3½ years.

The Confederation of British Industry reported that overall demand improved and the number of companies expecting output to increase over the next four months rose in August compared with June and July.

Although the employers' body expressed some concern about sluggish investment growth, it raised its forecast for growth of UK gross domestic product next year to 3 per cent from 2.6 per cent previously. The CBI said it expected economic growth this year would be 1.7 per cent compared with 1.6 per cent predicted in May.

Mr Andrew Sentance, the CBI's director of economic affairs, said

"the outlook for the economy over the remainder of this year and next is for steady growth accompanied by low inflation".

The Treasury said that the latest economic indicators provided "clear evidence" that recovery "is well under way".

It said growth in 1992 is likely to be "a little stronger" than the 1.25 per cent forecast in the March Budget.

Meanwhile revised official figures from the Central Statistical Office indicated that the recession of 1991 and 1992 had been slightly less deep than previously thought.

The CBI survey of 1,500 manufacturers employing nearly 2m people found a majority of industrialists were still complaining that orders were below normal. But order books were at their best level since February 1990.

## Carmakers' finances deteriorate sharply

Continued from Page 1

on the state of negotiations to extend its alliance with Volvo into a full merger.

Sources in the French government, which is keen for the merger to be completed to clear the way for Renault's privatisation, believe that a final agreement could be completed within weeks, however.

France holds an 80 per cent stake in Renault, while Volvo holds a 20 per cent stake in the Renault parent company, which includes the car operations, and a 45 per cent stake in Renault Véhi-

cles Industrielles, the truck and bus subsidiary.

Renault holds stakes of close to 10 per cent in the Volvo parent company, 25 per cent in Volvo Car and 45 per cent in Volvo Truck.

Swedish financial analysts, who had predicted losses of up to SKr500m (\$85m) at Volvo for the first half of the year, said that the group's better than expected result could strengthen its hand in the merger negotiations with Renault, which are expected to be concluded next month.

## Kohl talks

Continued from Page 1

is likely to cause consternation in Brussels and Washington, as well as in the German foreign and economic ministries.

Mr Balladur said he would submit two papers to Mr Kohl next week: the first on proposals for reform of the Blair House agreement, and the second on a new EC trade instrument to give greater protection to EC manufacturers. Germany and France would seek to agree a common position on both issues, he said.

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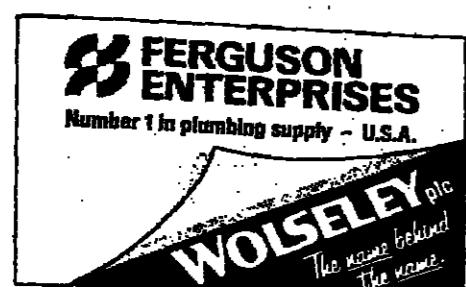
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TODAY'S TEMPERATURES

|         |         |          |         |        |           |        |        |     |                |      |    |
|---------|---------|----------|---------|--------|-----------|--------|--------|-----|----------------|------|----|
| Maximum | Belfast | Cloudy   | Cardiff | Cloudy | Frankfurt | Cloudy | Madrid | Sun | Rio            | Fair | 25 |
| Minimum | Glasgow | Cloudy   | London  | Cloudy | Munich    | Cloudy | Paris  | Sun | St. Petersburg | Sun  | 25 |
|         | 43      | Berlin   | 43      | 13     | 28        | 28     | 28     | 29  | 29             | 29   | 25 |
|         | 31      | Bermuda  | 31      | 18     | 31        | 26     | 28     | 29  | 29             | 29   | 25 |
|         | 30      | Bogota   | 30      | 18     | D'Alsaam  | Cloudy | 31     | 31  | 31             | 31   | 24 |
|         | 30      | Bogota   | 30      | 18     | Dakar     | Fair   | 31     | 31  | 31             | 31   | 24 |
|         | 30      | Bogota   | 30      | 18     | Dakar     | Fair   | 31     | 31  | 31             | 31   | 24 |
|         | 37      | Brussels | 37      | 21     | Dhaka     | Fair   | 31     | 31  | 31             | 31   | 24 |
|         | 21      | Budapest | 21      | 17     | Dhaka     | Fair   | 31     | 31  | 31             | 31   | 24 |



WOLSELEY  
The name behind  
The name.

# FINANCIAL TIMES COMPANIES & MARKETS

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Friday August 27 1993



071-405 8411

## INSIDE

### Gloom reigns at Renault

Renault, the state-controlled French car group, announced a fall of almost 20 per cent in first-half pre-tax profits and saw no sign of improvement in the depressed European vehicles market. However, Volvo, the Swedish vehicle manufacturer, confirmed market expectations by announcing a return to profit in the first half. Operating profit was SKr166m (\$20.5m). Page 16

### VW suffers DM2bn reverse

Volkswagen lost DM1.6bn (\$340m) in the first six months of 1993, a DM2bn reversal from the profit of DM445m in the first half last year. Page 16

### GRE profit points to upturn

Rises in premium rates and a fall in UK motor insurance and other claims helped Guardian Royal Exchange post pre-tax profits of £65m (\$86m) in the first six months of 1993, providing further evidence of recovery in the UK general insurance sector. Page 16

### NEC downgrades profit forecast

The electronics group, NEC, downgraded forecasts for pre-tax profits for the year ending next March to Y30bn (\$283m) from Y50bn. Page 17

### India returns to capital markets

Indian companies are returning to international capital markets following an easing of investors' concerns about last year's financial scandal in Bombay and this year's sectarian disturbances. Page 18

### Rentokil up 30%

UK environmental and property services company Rentokil reported interim pre-tax profits up 30 per cent at £57.1m (\$69m). Page 19

### Optimism at Slough Estates

Slough Estates, the UK's largest industrial property company, announced a 14.5 per cent fall in pre-tax profits to £28.8m (£42.6m) for the six months ended June 30 but was cautiously optimistic. Page 19

### US costs knock Pentland

Losses and closure costs at its US trade finance business and lower interest receipts hit Pentland Group in the six months to June 30 but the underlying improvement in operating profits was 14 per cent. Page 20

### Price is almost right

As the gold price went below \$370 a troy ounce, a report published by the Gold Fields Mineral Services consultancy group suggested a range of between \$370 and \$400 "is probably not far out of line with the prevailing equilibrium price". Page 24

### New Zealand bulls

Soaring confidence in the economic outlook and unexpectedly strong corporate profits have led to a recovery in New Zealand equities. The NZSE-40 capital index is bubbling around the 2,000 to 2,030 level that it last achieved in January 1990. However, it is still well below the 3,800 mark seen in 1987. Back Page

### Market Statistics

|                           | Base lending rates | London share service     | 25-27 |
|---------------------------|--------------------|--------------------------|-------|
| Benchmark Govt bonds      | 3.8                | Little equity options    | 18    |
| FT-A indices              | 18                 | London trust options     | 18    |
| FT world indices          | 22                 | Managed fund services    | 26-28 |
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| FTAIMA bond rate          | 18                 | Mutual fund issues       | 18    |
| FTAA futures              | 32                 | World commodity prices   | 24    |
| Foreign exchanges         | 32                 | World stock, mkt indices | 33    |
| London recent issues      | 18                 | UK dividends announced   | 19    |

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|---------------------|----|----------------------|-------|
| Aspen               | 16 | Martin Int Green     | 19    |
| Alfred-Lyons        | 25 | Murray Income        | 19    |
| Amets               | 17 | NCC                  | 16    |
| BASF                | 17 | NEC                  | 17    |
| Bayer               | 17 | Nat. Bank Canada     | 17    |
| Bostrom             | 20 | Nordin & Petcock     | 9     |
| Centraal Pharm      | 20 | Pegasus              | 18    |
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| EFT                 | 20 | Retrodil             | 19    |
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| Globe and Dandy     | 19 | Reynolds Metals      | 17    |
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| Imperial Life       | 19 | Swedbank             | 17    |
| KNP ST              | 16 | Sure Pacific         | 17    |
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| LWT                 | 15 | Virgin               | 19    |
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| Life Sciences       | 19 | Volvo                | 1, 18 |
| Mallett             | 18 | Wär                  | 19    |
| Marks and Spencer   | 25 | Wm Morrison          | 8     |

### Chief price changes yesterday

| LONDON (pounds)           |     | PARIS (FFL) |                |        |
|---------------------------|-----|-------------|----------------|--------|
| Fluor                     | -   | 195         | Cr Facr France | + 41   |
| GEFCO                     | 455 | - 195       | Fluor France   | + 23   |
| Fiat                      | 560 | -           | Fluor-Electric | + 29   |
| Goldman PT                | 560 | - 15        | Intermarket    | + 54   |
| Marmon                    | 518 | -           | Unicredit      | + 26   |
| Metlife Recruit           | 362 | -           | Unicredit      | + 26   |
| Vog                       | 450 | - 85        | Unicredit      | + 26   |
| West German               | 193 | - 7         | TOKYO (Yen)    | + 14.8 |
| Witco                     | 557 | - 17        | Yates          | + 21   |
| Xerox                     | 520 | - 17        | Shinko         | + 41   |
| Yankee                    | 621 | -           | Tasco Singspo  | + 70   |
| Zeta                      | 138 | -           | Tasco Singspo  | + 10   |
| Apple                     | 35  | - 17        | Tasco Singspo  | + 10   |
| Compaq                    | 52  | - 17        | Tasco Singspo  | + 10   |
| Motorola                  | 19  | - 17        | Unicredit      | + 21   |
| New York prices at 12.30. |     |             |                |        |
| LONDON (pounds)           |     | Paris (FFL) |                |        |
| Fluor                     | -   | 201         | + 14           |        |
| GEFCO                     | 455 | 724         | + 41           |        |
| Fiat                      | 560 | 420         | + 23           |        |
| Goldman PT                | 560 | 521         | + 29           |        |
| Marmon                    | 518 | 544         | + 27           |        |
| Metlife Recruit           | 362 | 542         | + 26           |        |
| Vog                       | 450 | 450         | + 26           |        |
| West German               | 193 | 428         | + 14.8         |        |
| Witco                     | 557 | 540         | + 21           |        |
| Xerox                     | 520 | 524         | + 21           |        |
| Yankee                    | 621 | 570         | + 70           |        |
| Zeta                      | 138 | 130         | + 10           |        |
| Apple                     | 35  | 34          | + 10           |        |
| Compaq                    | 52  | 48          | + 10           |        |
| Motorola                  | 19  | 21          | + 3            |        |
| New York prices at 12.30. |     |             |                |        |
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| Xerox                     | 520 | 524         | + 21           |        |
| Yankee                    | 621 | 570         | + 70           |        |
| Zeta                      | 138 | 130         | + 10           |        |
| Apple                     | 35  | 34          | + 10           |        |
| Compaq                    | 52  | 48          | + 10           |        |
| Motorola                  | 19  | 21          | + 3            |        |
| New York prices at 12.30. |     |             |                |        |

## Chemical groups gloomy on upturn

By Tony Jackson in London

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BASF said that in Germany, it was unlikely the recession would bottom out before the middle of next year. Worldwide, said Dr Jürgen Strube, BASF chairman,

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## BASF dives 51% in second quarter

By Tony Jackson

PROFITS at BASF, the German chemicals group, fell by 51 per cent in the second quarter of this year to DM245m (\$14.4m). This matched the 50 per cent fall in the first quarter.

Mr Jürgen Strube, chairman, said the third quarter should not show any further fall from the year before. However, he noted that last year's third quarter had been "very unsatisfactory".

The fall in profits came on a 6 per cent drop in sales to DM1.035m. Mr Strube said business was still characterised by "low demand combined with a surplus of supply, resulting in unrelenting pressure on prices".

In the first half of the year, he said, BASF had been contin-

uously in loss at the operating level in plastics and fibres, and also in magnetic tapes.

Mr Strube said "the principal cause of the drop in sales was the soft demand in Germany and other European countries". By contrast, some businesses in North and South America had done better than last year.

The magnetic tape business remained difficult, he said. Prices in the first half of the year were 10 per cent lower than last year, and the company had shut down production at sites in the US, France and Germany.

"We expect BASF Magnetics to make a loss again in 1993, but we are aiming to break even in 1994", he said.

In pharmaceuticals and agrochemicals, he said, business

had suffered significantly from state intervention. "I need only mention the German Health Care Reform Act and the EC agricultural policy reforms," he said.

The group's drug sales in Germany were down 13 per cent in the half-year, as the result of lower prices in former East Germany and lower volume in West Germany.

Mr Strube said that by the end of 1993, BASF would have shed nearly 20,000 jobs since 1989, partly through investing businesses. In 1994, he said, the group planned to shed more than 4,000 jobs, the majority in Germany.

"An increase in personnel costs in Germany is not acceptable in the next few years, as the revaluation of the D-Mark has further accentuated the

existing cost disadvantages in international competition," he declared.

In the first half, group sales were down 7 per cent from DM21.6bn to DM20.8bn. Group profit before tax was DM923m, compared with DM972m. Sales of plastics and fibres were down 12 per cent at DM4.83bn, in dryestuffs down 5 per cent at DM3.75bn and in chemicals 5 per cent at DM2.73bn. Sales in agriculture products were down 13 per cent at DM2.47bn, and in oil and gas were up 4 per cent at DM2.17bn.

European sales were down 11 per cent at DM13.35bn. Sales in North America were up 3 per cent at DM4.29bn. Sales in Asia, Australia and Africa were down 6 per cent at DM2.03bn, and in Latin America up 9 per cent at DM1.17bn.

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## Bayer predicts 20% decline in earnings

By Christopher Parkes  
in Frankfurt

BAAYER, the German-based chemicals group, expects earnings to drop 20 per cent to around DM22bn (\$11.5m) this year, following a similar decline in the first half, and despite expected cost savings of almost DM1bn.

There is no prospect of an economic recovery in Europe, source of 62 per cent of sales, and the favourable effects of current US dollar and yen exchange rates will not compensate for adverse shifts in European currencies, the company said yesterday.

Pre-tax earnings fell DM344m

to DM1.4bn on sales down 5 per cent at DM21bn in the first half, according to an interim report. The effects of an 11 per cent drop in European turnover were partly alleviated by a 4 per cent improvement in north America and 10 per cent elsewhere.

Sales in the healthcare division, the group's main protection against recession, were stable at DM4.8bn, while all other sectors showed declines. Polymers and industrial products were worst hit, with sales down 10 per cent.

Healthcare performed relatively well, despite prescription limits and other medical service reforms in Germany, and

due in part to growth in self-medication products.

Turnover at Bayer AG, the German parent, fell 12 per cent to DM8.5bn mainly because of lower volumes.

In agrochemicals, where sales were down 2.6 per cent, turnover improved in the second quarter after a 9 per cent drop in the first three months of the year.

The results, towards the top end of analysts' expectations, followed a 16 per cent drop in pre-tax profits from DM3.2bn to DM2.7bn for the whole of 1992, which led to the first cut in the group's dividend in a decade.

Last year's payout was cut DM2 to DM1.1, although the

group made no mention of 1993 prospects in yesterday's interim report.

Workforce reductions and other rationalisation measures appear to have been accelerated. The group said costs were reduced by around DM500m in the first half, and further savings of several hundred million D-Marks were expected in the remainder of the year.

In the period under review the group shed 2,700 employees, out of the 3,000 planned to go in the full year. Personnel expenses excluding pensions fell as a result - by 4 per cent to DM6.5bn in the group and by 8 per cent to DM2.7bn at the parent.

Swire continues to expand its property investment portfolio, following the recent HK\$2.85bn site purchase with Citic Pacific. Net rental income from the existing portfolio - primarily Pacific Place and City Plaza - increased by 29 per cent to HK\$1.03bn in the half-year.

Property development earnings will be strong up to 1995, due to further contributions from Robinson Place, and from the joint venture redevelopment of the former China Motor Bus depot.

The industrial division reported first-half growth, primarily due to strong performances from soft drinks bottling in the US and Hong Kong, and from Swire Technologies. But the trading division recorded a decline in earnings.

The bank said a 15 per cent reduction in costs helped explain its improved result. The bank's capital adequacy ratio has weakened to 8.8 per cent from 9.3 per cent at the end of last year.

## Cathay air returns hurt Swire Pacific

By Simon Davies  
in Hong Kong

**SWIRE PACIFIC**, the Hong Kong-based property, aviation and trading group, reports a 17 per cent decline in first-half profit, primarily because of the sharply reduced contribution from 51 per cent-owned airline Cathay Pacific.

The group posted profit attributable to shareholders of HK\$1.88m (US\$232.3m) for the six months ended June, down from HK\$2.18m in 1992.

The dividend is being held at 28 cents per A share and 5.8 cents per B share.

Last year's interim profits were boosted by the sale of an office tower to Hong Kong Telecom, which contributed HK\$630m profit.

However, Swire will book profits from the sale of its stake in the Lee Gardens Hotel and from sales of residential units in Robinson Place during the second half.

Mr Peter Sutch, chairman, said: "The outlook for the aviation industry continues to be uncertain." But he predicted a stronger performance for the remainder of the group's business.

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## NEC cuts year's pre-tax profits forecast to Y30bn

By Michiyo Nakamoto in Tokyo

NEC, the electronics group, has downgraded forecasts for pre-tax profits this year, cutting its estimate for the year ending next March to Y30bn (\$230m) from Y60bn.

NEC said the main cause was the prolonged weakness of the Japanese economy. The expected recovery in demand for personal computers had not materialised, and the slump in business activity had kept demand for communications equipment weak.

Although semiconductors were seeing buoyant demand from the US and Asia, NEC was not experiencing the kind of growth in the Japanese semiconductor market that it had expected.

The company is implementing wide-ranging cost-cutting measures in an effort to avoid making a second consecutive loss.

One area where the company was charging ahead, however, is the overseas semiconductor business. NEC has revised its capital spending forecast for the year for semiconductor operations on the strength of buoyant demand for memory chips in the US and Asia. It will increase capital spending by about Y10bn to Y60bn compared with the previous

forecast of Y30.0bn. Net income is forecast to be Y16bn rather than Y8bn expected earlier.

On a consolidated basis, sales are expected to be Y3.80bn compared with a previous forecast of Y7.00bn, but consolidated pre-tax profits and net income estimates are unchanged at Y30bn and Y10bn respectively, largely as a result of strong demand for semiconductors in overseas markets and cost-cutting measures by the company.

It is of "paramount importance that the company make a profit this year", an NEC spokesman said.

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## Recovery at National Bank of Canada

By Robert Gibbons in Montreal

NATIONAL Bank of Canada reports a strong recovery for the third quarter and nine months following a good performance by its stockbroking, oil-shipping, light control of costs and lower loan loss provisions.

For the three months ended July, the bank made a net profit of C\$47.3m (US\$38.90), or 27 cents a share. This compares with a loss of C\$11.5m, or C\$1.15 a share, a year earlier. Second-quarter net profit amounted to C\$4.0m, or 23 cents a share.

Third-quarter provisions were much lower at C\$75m, down from C\$358m a year earlier when the bank wrote off key bad loans.

Its return on average assets was 0.48 per cent, against a negative 1.16 per cent.

Profit for the nine months totalled C\$132.4m, or 78 cents a share, against a loss of C\$37.9m or 50 cents a year earlier.

Return on average assets was 0.46 per cent against a negative 0.18 per cent.

Total assets at end-July were C\$35bn.

Net interest margins widened by 5 per cent because of a reduction in non-performing loans.

A C\$1.1m gain on the sale of Brazil bonds was offset by securities trading losses and provisions.

Most of the 14 per cent gain in other income came from the brokerage unit.

• A poor performance for Canadian newspapers plus negative currency factors pulled first-half profits sharply lower at Hollinger, the Canadian holding company headed by Mr Conrad Black.

Despite continuing strength at the Daily Telegraph newspaper in the UK, the company's net profit was C\$24.6m, or 36 cents a share, for the first half of 1993, down from C\$54.1m, or 87 cents, a year earlier.

Rvenues dipped slightly to C\$493.5m.

Mr Black said operating profit was C\$45.5m, against C\$40.7m.

The steeper decline in after-tax earnings was due to smaller capital gains and the weakness of sterling.

## Reynolds Metals expands aluminium can capacity

By Laurie Morse in Chicago

THE US food and tobacco group, said the company was divesting the can properties because it wished to focus on its core business of brewing beer.

The deal will make Reynolds the third-largest aluminium can producer in the world.

The transaction will increase Reynolds' US aluminium can capacity by nearly 50 per cent, according to Mr Richard Reynolds, chairman.

The acquisition is part of the company's strategy to expand its value-added aluminium businesses.

Commodity aluminium prices are very weak, and Reynolds recently announced plans to shut significant portions of its US primary aluminium manufacturing.

A spokesman for Miller, which is part of Philip Morris,

## HUNGARIAN STATE PROPERTY AGENCY INVITATION TO TENDER

Banque Indosuez Hungary (Adviser) by virtue of the mandate given by the State Property Agency (SPA) announces an open one-round tender for the purchase of the shares in state ownership of

### PAPA MEAT PROCESSING COMPANY LTD.

The company is legal processor of the Papa Meat Combinat which has transformed into a company limited by shares on 30th September 1992. The equity is HUF 900,000,000, the capital reserve is HUF 694,912,000. Simultaneously with the privatisation, non-voting employee shares of total value HUF 100,000,000 shall be issued, which in 90% shall be financed from capital reserves.

The following stakes are object of the tender:

- a. 45,001 pieces ordinary shares of face value HUF 10,000 each, representing (before the issue of employee shares) 50%+1 share. Hungarian and foreign investors may bid. The purchase price may be paid by any legal means of payment (cash, E-credit, compensation coupons, etc.).
- b. 22,501 pieces of ordinary shares of face value HUF 10,000 each, representing (before the issue of employee shares) 25%+1 share. Hungarian producers may bid. The purchase price may be paid only with compensation coupon.

The detailed conditions are prescribed in Tender Documentation.

Officially signed tenders shall be submitted personally or by proxy in 3 copies in Hungarian, in a sealed envelope bearing no company name or logo. The bidder shall be required to mark the original copy in Hungarian language with the word "ORIGINAL" and with the reference of the tender. Foreign bidders may submit tenders in Hungarian and in English, however, the Hungarian version shall be decisive.

The deadline for submitting the tenders: 8th October 1993, 12.00 hours.

Venue:  
Banque Indosuez Hungary Ltd  
Budapest 1088  
Rákóczi út 1-3, 4th floor  
Ms Zsuzsa Föző

The bidders are required to declare that the offer is valid for 60 calendar days.

Only those bidders may submit tender who buy the Tender documentation and Information Memorandum. When bidding for the stake described in 'b' HUF 3 million shall be deposited in cash. When bidding for the stake described in 'b' HUF 3 million shall be deposited in compensation coupons, valued by the legal rate of interest accrued.

The tenders will be opened at 8th October 1993, 13.00 hours, the evaluation shall be forwarded till 31st October 1993.

The Tender Documentation containing the detailed conditions and procedures of bidding and Information Memorandum can be obtained in Hungarian and English language in the offices of Adviser, BANQUE INDOSUEZ HUNGARY LTD, against the official signing of the Declaration of Confidentiality and the payment of HUF 10,000+VAT. (Budapest, Rákóczi út 1-3, 4th floor).

Further information on bidding is available from:

Papa Meat Processing Company  
Mr. Tibor Nagy Economic Director  
Tel: 06-89-313-385 Fax: 06-89-324-643  
Banque Indosuez Hungary Ltd  
Ms Klára Honos, Ms Zsuzsa Föző  
Tel: 266-54-56, 266-80-90 Fax: 266-52-31

## Lloyds Eurofinance N.V.

(Incorporated in the Netherlands with limited liability)

£200,000,000 Guaranteed Floating Rate Notes Due 1996

For the three months ended 26 August 1993, the Notes will carry an interest rate of 8% p.a. with a coupon payment date on 26 November 1993.

Interest payable on 26 November 1993 will amount to £2,000,000 nominal of the Notes and £274,08 per £1,000 nominal on 26 November 1993.

Interest payable on 26 November 1993 will amount to £151,8

## INTERNATIONAL CAPITAL MARKETS

## Prices ease as Germans stand firm on interest rates

By Peter John in London and Patrick Harverson in New York

EUROPEAN government bond markets eased following Germany's decision to leave its key rates unchanged yesterday. However, the falls reflected token selling rather than investor panic.

The general view among investors was that the German Bundesbank would cut rates:

## GOVERNMENT BONDS

whether it does so now or at the next council meeting in two weeks' time is academic.

However, Ms Alison Cottrell of Midland Global Markets, argued that yesterday may have been the last chance before November for a cut in Germany rates.

The Bundesbank has said it would not ease if money supply was high.

The money supply number for August is likely to be inflated by the heavy foreign exchange intervention seen earlier in the month. Thereafter, there could be delays in policy decisions until Mr Hans Tietmeyer has taken

over as the new Bundesbank head.

UK economists had anticipated a quarter-point cut in the discount rate, and on Wednesday there were reports that leading German economists expected a half-point reduction.

However, suspicion developed early yesterday that the Bundesbank might stand firm. Market-makers had taken a more cautious line than before the last council meeting and, as yesterday's meeting dragged on, more and more traders adjusted their books and pushed government bond markets lower.

By the time a decision was announced - just before 1pm London time - the consensus had shifted and positions were fully hedged.

Bond futures for September on Liffe closed only 11 basis points lower, at 97.44, with turnover of only 82,000 contracts, no higher than average.

FRENCH debt prices sagged around midday, but recovered later and the yield on 10-year French paper remained some 5 basis points below its German counterpart.

| FT FIXED INTEREST INDICES   |        |        |        |        |        |          |        |        |        |
|---|--------|--------|--------|--------|--------|----------|--------|--------|--------|
|   | Aug 26 | Aug 25 | Aug 24 | Aug 23 | Aug 20 | Year ago | High   | Low    | "      |
| Govt Bonds (M)  | 107.45 | 108.53 | 108.51 | 108.58 | 107.29 | 102.38   | 103.26 | 102.38 | 102.38 |
| Govt Bonds (S)  | 122.00 | 122.00 | 122.00 | 122.00 | 122.00 | 122.00   | 122.00 | 122.00 | 122.00 |
| Basis 100 Government Securities 15/10/92: Fixed Interest 16/92                                |        |        |        |        |        |          |        |        |        |
| For 1993, Government Securities high since completion: 124.46 (16/9/93), low 105.53 (27/7/93) |        |        |        |        |        |          |        |        |        |
| Fixed Interest High since completion: 124.46 (16/9/93), low 105.53 (27/7/93)                  |        |        |        |        |        |          |        |        |        |
| GILT EDGED ACTIVITY   |        |        |        |        |        |          |        |        |        |
| Indices   | Aug 25 | Aug 24 | Aug 23 | Aug 20 | Aug 19 |          |        |        |        |
| Gilt Edged Futures  | 97.6   | 93.2   | 82.5   | 92.4   | 101.2  |          |        |        |        |
| S-Y average   | 95.4   | 98.0   | 100.1  | 101.8  | 108.8  |          |        |        |        |
| SE activity index released 1974   |        |        |        |        |        |          |        |        |        |

Some economists argued that Germany's decision to leave rates unchanged was a gesture of support for France.

The refusal to shift monetary policy at the end of July intensified the heavy French franc selling and led, a few days later, to the crisis within the ERM. To ease yesterday when the French currency had a margin of more than 30 cents over its ERM limits could have been construed as a political snub.

The Bank of France left its 6.75 per cent intervention rate unchanged at yesterday's securities repurchase tender.

Investors, preferring the low inflation prospects signalled by the long end of the yield curve rather than the rate prospects reflected by the short end,

| BENCHMARK GOVERNMENT BONDS |        |          |          |         |       |       |       |      |     |
|----------------------------|--------|----------|----------|---------|-------|-------|-------|------|-----|
|                            | Coupon | End Date | Price    | Change  | Yield | Week  | Month | Year | ago |
| AUSTRALIA                  | 6.500  | 09/03    | 118.0000 | +0.0000 | 6.03  | 6.03  | 7.13  |      |     |
| BELGIUM                    | 9.000  | 09/03    | 112.7500 | -0.0000 | 7.11  | 7.28  | 7.12  |      |     |
| CANADA                     | 7.500  | 12/03    | 105.0000 | +0.0000 | 6.81  | 6.85  | 7.30  |      |     |
| DENMARK                    | 8.000  | 09/03    | 109.1500 | +0.0000 | 6.66  | 6.71  | 7.00  |      |     |
| FRANCE                     | 8.000  | 06/03    | 108.0000 | -0.0000 | 5.72  | 5.78  | 6.24  |      |     |
| GERMANY                    | 8.500  | 07/03    | 101.5400 | -0.1000 | 5.38  | 5.55  | 6.72  |      |     |
| ITALY                      | 11.500 | 02/03    | 111.3600 | -0.1000 | 6.88  | 10.21 | 11.08 |      |     |
| JAPAN                      | 4.800  | 09/02    | 105.0000 | +0.0000 | 3.74  | 3.83  | 3.98  |      |     |
| No 157                     | 4.500  | 05/02    | 102.5700 | +0.5200 | 4.16  | 4.21  | 4.15  |      |     |
| NETHERLANDS                | 7.000  | 02/03    | 105.8500 | -0.0200 | 6.15  | 6.16  | 6.26  |      |     |
| SPAIN                      | 10.000 | 09/02    | 106.5000 | -0.0200 | 8.17  | 8.27  | 10.28 |      |     |
| UK GILTS                   | 7.250  | 03/03    | 105.16   | -0.202  | 6.24  | 6.38  | 7.00  |      |     |
| 8.000                      | 03/03  | 107.10   | +1.020   | 6.95    | 6.93  | 7.63  |       |      |     |
| 9.000                      | 10/03  | 114.25   | -        | 7.38    | 7.33  | 7.60  |       |      |     |
| US TREASURY                | 5.750  | 09/03    | 102.00   | +0.620  | 5.48  | 5.67  | 5.82  |      |     |
| 6.250                      | 01/04  | 101.04   | +1.1402  | 6.17    | 6.22  | 5.70  |       |      |     |
| ECU (French Govt)          | 8.000  | 04/03    | 108.4800 | -0.0200 | 6.77  | 6.80  | 7.28  |      |     |

London closing: \*denotes New York morning session  
1 Gross annual yield (including withholding tax at 12.5 per cent payable by non-residents)  
Prices: US, UK in \$; others in decimal

Yields: Local market standard

1 Gross annual yield (including withholding tax at 12.5 per cent payable by non-residents)

Source: Financial Times ATLAS Price Sources

## Indian groups return to tap global investors

By Stefan Wagstyl in New Delhi and R G Murthy in Bombay

INDIAN companies are returning to international capital markets following an easing of investors' concerns about last year's financial scandal in Bombay and this year's sectarian disturbances.

Indian businesses see international capital issues as a vital source of funds for modernising industry, in the wake of the economic reforms started two years ago by Mr PV Narasimha Rao, the prime minister.

Two companies tapped the Euromarkets last month for a combined total of about \$150m. At least six further companies plan to raise more than \$400m by the end of the year.

The offerings come amid signs of growing interest in India among international fund managers. Foreign investors have put about \$200m into the Indian stock market in the past six weeks, contributing to a strong surge in share prices.

Mr Udayan Bose, chairman of Creditcapital Finance Corporation, a merchant bank part-owned by Lazarid Brothers, the UK investment bank, said yesterday international investors were becoming interested in India because the rush to invest in Latin America and China was slowing.

The first Indian issuer to tap the international markets was Reliance Industries, the integrated group of Reliance, a

chemicals and textiles group, which raised \$150m in May 1992.

Other companies wanting to follow Reliance were forced to postpone their plans because of the securities market scandal among banks and brokers in the Bombay bond market.

It was not until November that the second issue was launched by Grasim Industries, a textiles maker being sold to a grouping headed by Mr Aditya Birla, a leading entrepreneur.

The Ayodhya mosque on December 6, which sparked riots and concern about India's stability, forced other issuers to shave plans once more.

Indian companies are returning to the market last month. They were led by Hindalco, an aluminium maker also controlled by Mr Aditya Birla, and Essar, Gujarat, a diversified group with interests in steel, shipping and trading. Each raised about \$75m.

Next in line is Southern Petrochemicals Industries Corporation, a Madras-based petrochemicals group, with a \$60m to \$75m issue of global depositary receipts next month. This will be followed by a \$100m convertible bond issue from the Shipping Credit and Investment Corporation of India, a shipping finance company, and a \$75m to \$100m convertible bond issue from ITC, a tobacco and hotel company in which BAT of the UK has a stake.

This week Mahindra & Mahindra, a vehicle maker, announced plans for a \$75m bond offering.

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## Eurosterling sees first Mexican offering in two years

By Antonia Sharpe

THE Eurosterling bond market yesterday saw its first Mexican offering for two years when Bancomext, the state-owned import and export bank, raised £75m through an issue of seven-year Eurobonds.

## INTERNATIONAL BONDS

The bonds, which carry a coupon of 8.5 per cent, were priced to yield 200 basis points above the 9 per cent UK government bond due 2000.

This represents a price improvement of 25 basis points for a Mexican state-owned entity in the Eurosterling market. When United Mexican States raised £100m through a seven-year issue two years ago, it paid 225 basis points over the underlying gilt. Although the spread has since tightened to 215 basis points, the price has risen to a large premium to par

and the bonds have become illiquid.

Syndicate managers said yesterday's deal indicated Mexico had bowed to market pressure regarding the pricing of its Eurobonds, at least for now.

In recent months, Mexico has been pushing for less than 200 basis points.

Investors, however, are unwilling to buy its Eurobonds below this threshold until the country has achieved an investment grade rating.

The lead manager, Samuel Montague, said Bancomext was seeking to diversify its funding base by issuing in sterling. When the bonds were freed to trade, the spread narrowed slightly.

Meanwhile, Standard & Poor's, the US credit rating agency, assigned a speculative grade rating of BB- to Argentina's dollar-denominated foreign debt. The S&P rating is one notch above Argentina's B1 rating assigned by Moody's. S&P said although the rating

was supported by Argentina's economic transformation, it was constrained by the country's large foreign debt burden relative to exports.

Argentina's net external debt, estimated at 205 per cent of exports, is the highest among sovereigns rated in S&P's BB category.

"Strict fiscal discipline will be essential for some time to come to secure recent improvements in credit-worthiness, given the country's past record of economic and political instability," S&P said.

Elsewhere, Tchibit Holding, the German chain of high street coffee shops, made its debut in the international bond market with a DM300m offering of 10-year Eurobonds.

The bonds, which carry a coupon of 6.5 per cent, were priced to yield 43 basis points over underlying bonds. The spread tightened rapidly to 35 basis points, reflecting the strong demand from domestic retail investors for this house-

hold name. The yield pick-up of Tchibit's issue over other Eurobond issues with the same maturity also contributed to the success of the deal. For example, Volkswagen's 10-year

Eurobonds were trading at a spread of around 33 basis points over bonds.

Tchibit, which is unrated, said proceeds from the issue would be used to improve the

balance sheet. It said Tchibit had wanted to take advantage of the favourable market conditions, but that it had no further plans to tap the international bond market.

Such a system obliges firms to keep a presence in the pit.

Three weeks ago, Liffe suspended the December con-

tract due to lack of volume, and began reviewing the contract. The September contract, which was not suspended, traded 17 contracts last month, while a rival contract on Nasdaq, the Spanish futures exchange

## COMPANY NEWS: UK AND IRELAND

**Slough Estates drops to £29m**By Vanessa Houlder,  
Property Correspondent

**SLOUGH ESTATES**, the UK's largest industrial property company, yesterday announced a 14.5 per cent fall in pre-tax profits to £29.5m for the six months ended June 30.

Sir Nigel Mobbs, chairman, was cautiously optimistic about the group's prospects, saying that there had been a "significant" increase in inquiries for space.

"As economic recovery becomes more evident and business confidence returns, so I become more optimistic of the medium-term prospects of the group for both improved property occupancy and values," he said.

The profit decline mainly reflected a reduction in the amount of interest capitalised. Profit before interest and tax rose 18 per cent to £57.3m. FRS 3, the new accounting

standard on reporting financial performance, required Slough to recognise £2m of profit from investment property sales.

The standard defines profits on disposal of investment properties in the profit and loss account as the difference between the net proceeds of the sale and the prior year-end book value.

At June 30, the group had net borrowings of £683m and shareholders' equity, based on December 1992 valuations, of about £1.07bn. Net gearing was 62 per cent, compared with 58 per cent at end-1992. The £14.7m rights issue in March was 87 per cent taken up.

Earnings per share fell from 6.5p to 4.4p. The interim dividend is unchanged at 3.1p.

**COMMENT**

Slough Estate's share price, which closed 1p down at 241p, has nearly tripled in value over the past year, reflecting a sea



Sir Nigel Mobbs: significant increase in inquiries for space

change in sentiment towards the sector. A year ago, Slough was cutting its dividend and worrying about the dim prospects for any short-term improvement in the property market. Yesterday, it was

pointing to a sustained improvement in business confidence and a significant increase in inquiries for space, making it sufficiently optimistic to plan a new speculative development on its Slough trading estate. Nonetheless, anyone looking for hard evidence of an improvement in the underlying property market in yesterday's results would be disappointed. In the UK, occupancy rates actually fell as success in letting new buildings was offset by tenant failures and lease expiries. The likelihood of slow, if steady, progress on the letting front will restrict Slough's scope to increase its dividend for several years. That leaves potential investors with a solid, but unexciting, prospect of a near-average yield for the sector and a share price that is at a slight discount to the company's likely year-end net asset value.

**IN BRIEF**

**BARDON GROUP** has received acceptances totalling 17.2m new ordinary shares (90.96 per cent) of its recent rights issue.

**BRITTON GROUP** has received acceptances in respect of 12.9m new ordinary shares, representing 97.72 per cent of the total number offered. Subscribers have been procured for the remaining shares at a premium and the proceeds will be distributed to qualifying shareholders.

**BURLINGTON GROUP** reported profits before tax of £44,000, against £54,000, for the half year to June 30. Earnings per share improved from 0.25p to 0.30p. Net asset value was 18.75p, up from 18.13p at the December year-end and 17.52p at the end of June 1992.

**EXPLURA Holdings**: Credit Suisse has acquired 5m ordinary A shares (£6.13 per cent).

**GREENACRE GROUP** has bought the assets and business of Clare Hall Nursing Home in Stow-on-the-Wold, Gloucestershire, for £1.12m cash. Clare Hall is registered for 65 elderly, general medical patients, and for the year ended March 31 made profits of £402,000 before interest and tax. Greenacre now has 12 homes and 375 beds under operation or development.

**HEADLAM GROUP** has received acceptances in respect of 4.51m (95.3 per cent) of its rights issue. The balance has been placed in the market at a premium.

**HELICAL BAR** has received acceptances in respect of 26.2m new convertible preference shares, representing 90.88 per cent of its recent rights issue.

**OCEONICS Group** some 1.05m convertible preference shares were applied for under the open offer which closed yesterday, representing 23.4 per cent. Therefore, the total take-up of shares was 4.4m (93 per cent).

**PRIMADONA**: Net asset value 341p (181p) per share at June 30. Net revenue for 12 months was £173,927 (£220,389) for earnings of 3.9p (5.1p) per share. Proposed final dividend held at 2.5p for maintained total of 4.5p.

**TR HIGH Income Trust** reported a net asset value of 120.3p per share as at June 30, against 110p at the December year-end and 101.1p at end-June 1992. Net revenue for the six months amounted to £802,000, up from £683,000, for earnings of 3.18p (2.66p) per share. Dividends of 1.8p have already been paid for the current year and directors intend to maintain the total at 6p.

**IN BRIEF****Exceptional redundancy costs leave Weir down 10% at £16.7m**

By Roland Rudd

**WEIR GROUP**, the engineering company with about 60 per cent of its sales overseas, reported a 10 per cent fall in pre-tax profits for the half year to July 2.

The decline from £18.5m to £16.7m was after an exceptional item of £2.4m covering redundancy and reorganisation costs.

Operating profit rose to £1.8m (£14.8m).

All but £100,000 of the exceptional charge related to severance pay for the loss of 200 employees, reducing the workforce to 6,700. The scale of the job cuts surprised analysts.

The group said there were unlikely to be further reductions in the second half.

Turnover rose to £223.5m (£218.8m). Earnings fell to 7.4p

(8.2p). The interim dividend is raised to 1.925p (1.75p).

Lord Weir, chairman, said the company had a flat half, but was confident that orders would pick up in the UK.

The level of inquiries remained encouraging, although a fall in spare part orders and bookings would affect the second half.

The outlook on the Continent was worse than expected. "The cut in prices has more than swallowed up our exporting advantage since the UK left the European Exchange Rate Mechanism last year."

The period ended with £67m net cash, against £52m at the end of 1992.

Lord Weir said he was pleased with the recent acquisition of Darchem, and the group was looking at further acquisitions in the second half.

Turnover rose to £223.5m (£218.8m). Earnings fell to 7.4p

**COMMENT**

For a company as predictable as Weir, its announcement of a £2.4m redundancy and reorganisation charge took the market by surprise. But the lay-off of 200 employees appears to have more to do with productivity gains than a serious downturn in the group's markets. The built-in strength of long-term contracts has enabled the group to largely buck the recession which has affected many of its competitors. The profit fall is disappointing, but was mainly because of the exceptional charge. It would also be unfair to forget that last year's performance was particularly good even by Weir's standards. With forecast annual pre-tax profits of £27.5m the shares - down 30p to 31.8p - are fairly priced on a prospective multiple of 19.

In March, Weir reported a 41 per cent increase in pre-tax profits of £47.6m for the six months to end-January on turnover of £21.1bn.

Analysts are looking for a full-year outcome of £110m or more when the results appear in October.

**Hambro Country back in black**By Vanessa Houlder,  
Property Correspondent

A PICK-UP in activity in the housing market restored the profitability of Hambro Countrywide, the estate agent and financial services chain, which yesterday announced pre-tax profits of £13.2m for the half-year ended June 30, compared with an adjusted loss of £3.87m for the same period in 1992.

The return to profitability was accompanied by the restoration of an interim dividend of 0.5p.

The turnaround in the company's fortunes was attributed to the improvement in the housing market, particularly in the first four months of the year.

At the end of June, the group had 452 estate agency offices, which sold 22,263 houses in the first six months, a 17 per cent increase over last year. The average price of houses sold fell by 5.9 per cent to £61,750.

The estate agency base financial consultants arranged 8,083 mortgages worth £364m

together with a higher market share by its estate agency chain and an improved contribution from Wright Oliphant and the Hambro Countrywide Relocation's asset management activities.

The results included a gain of £11.1m from the sale of its remaining stake in Hambro Legal Protection to Hambro Insurance Service Group.

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**DIVIDENDS ANNOUNCED**

|                  | Current payment | Date of payment | Cents - pending dividend | Total for year | Total last year |
|------------------|-----------------|-----------------|--------------------------|----------------|-----------------|
| Bostrom          | int 2.5         | Dec 3           | 2.5                      | -              | 8               |
| Cattle's         | int 1.9         | Oct 29          | 1.6                      | -              | 4.7             |
| Church           | int 3           | Oct 22          | 3                        | -              | 12.5            |
| EFT              | 0.46            | Oct 29          | 0.4                      | -              | 1.3             |
| Gibbs and Dandy  | 1               | Oct 1           | nil                      | -              | nil             |
| GRE              | 2.65            | Jan 4           | 2.5                      | -              | 7               |
| Hanley           | 0.5             | Oct 25          | nil                      | -              | 0.05            |
| Hill Life        | 3.8             | Nov 3           | 3.8                      | -              | 8.44            |
| Life Sciences    | 1.4             | Oct 29          | 1.2                      | -              | 3.55            |
| McAlpine (A)     | 0.5             | Oct 14          | nil                      | -              | 2               |
| McAlpine (I)     | 3               | Oct 18          | 3                        | -              | 6.5             |
| Merial Green Inv | 1.7             | Sept 30         | 1                        | -              | 2.1             |
| Murray Income    | 4.15            | Oct 27          | 4                        | 10.9           | 10.8            |
| Pegasus S        | 2               | Oct 29          | 3.5                      | -              | 9               |
| Primedrama       | 1.15            | Oct 5           | 1.04                     | -              | 2.55            |
| Rentokil         | 0.84            | Nov 8           | 0.64                     | -              | 2.31            |
| Slough Estates   | 3.1f            | Oct 14          | 3.1                      | -              | 8.1             |
| Weir             | 1.925           | Nov 12          | 1.75                     | -              | 5.9             |

Dividends shown per share net except where otherwise stated. \$US per special. [For part of 17 months period. £ Irish currency. \*Excludes 12p special.]

**BOARD MEETINGS**

|                        |         |         |         |
|------------------------|---------|---------|---------|
| Colas                  | Sep. 15 | Aug. 31 | Aug. 31 |
| Couze Europe           | Sep. 15 | Aug. 31 | Aug. 31 |
| EBG                    | Sep. 15 | Aug. 31 | Aug. 31 |
| Edmont                 | Sep. 15 | Aug. 31 | Aug. 31 |
| Enterprise Oil         | Sep. 15 | Aug. 31 | Aug. 31 |
| First Food Machinery   | Sep. 15 | Aug. 31 | Aug. 31 |
| Judice T               | Sep. 15 | Aug. 31 | Aug. 31 |
| Murray European Inv    | Sep. 15 | Aug. 31 | Aug. 31 |
| PEPSICO                | Sep. 15 | Aug. 31 | Aug. 31 |
| Roger                  | Sep. 15 | Aug. 31 | Aug. 31 |
| Sumitomo               | Sep. 15 | Aug. 31 | Aug. 31 |
| Sumitomo               | Sep. 15 | Aug. 31 | Aug. 31 |
| Phatia                 | Sep. 15 | Aug. 31 | Aug. 31 |
| Industrial Control Sys | Sep. 15 | Aug. 31 | Aug. 31 |
| Scandinavian Inv       | Sep. 15 | Aug. 31 | Aug. 31 |
| FUTURE DATES           | Sep. 9  | Sep. 1  | Sep. 7  |

[For part of 17 months period. £ Irish currency. \*Excludes 12p special.]

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RECRUIT THE BEST

## COMPANY NEWS: UK

Reduced interest receipts add to effect of closing lossmaking operation

## US costs knock Pentland to £6.7m

By Maggie Orry

**LOSSES AND** closure costs at its US trade finance business and lower interest receipts hit Pentland Group in the six months to June 30.

After bearing costs of £9.5m connected with the US operation, the consumer brands company was left with reduced pre-tax profits of £6.7m, against £13.7m, on an FRS 3 basis.

The share price fell 7p to 105p.

However, the underlying improvement in operating profits from continuing businesses and associates was 14 per cent and the interim dividend is raised to 11.6p (10.4p).

This follows a 12p special

dividend paid in April from the profit on the sale of Pentland's 20 per cent stake in Adidas, the sports goods company, realised last autumn.

Mr Stephen Rubin, chairman, said the results were "clearly disappointing". Finchside, the US trade finance subsidiary which financed imports to the US, had been hit by bad debts. It lost £2.2m in 1992, of which £2m was in the second

it suffered trading losses of £2.8m and made a £6.7m provision for closure costs.

Mr Frank Farrant, finance director, said the business had been set up more than three years ago and made profits in the early stages. But US recession had hit importers, losses escalated and Pentland decided to "bite the bullet".

He said: "With the benefit of hindsight, we made an error of judgment."

Group turnover increased 32 per cent to £198.4m, with acquisitions chipping in £28.2m and continuing contributions increasing by 13 per cent to £68.1m.

Operating profits from continuing businesses fell by 51m

In the half year under review

to £3.4m. Growth from the Speedo swimwear business was offset by weakness in the footwear and international trade services divisions.

Mr Farrant said shifts in fashion had turned against trainers, although Kickers, another of its footwear brands, had fared well.

Acquisitions, notably Woods Wire, a US electrical goods group, and Bergmans, the UK specialist outdoor clothing company, contributed £1.6m.

Associate profits, from the 26 per cent stake in Authentic Fitness, the quoted US distributor for the Speedo swimwear brand in North and Central America, were £1.7m (£1.5m).

Interest receivable fell from

£14m to £9.5m, largely because of lower interest rates on its £232.8m cash pile.

The tax rate rose sharply, because of the US losses, and after the special dividend there was a transfer from reserves of 246p (profit 19.5m).

Earnings per share were 0.41p (3.68p) or 2.27p adjusting for the closure provisions.

At the year end the group had net cash of £247.8m, but this had fallen to £232.8m by the period end after the £43.3m cost of the special dividend and £24m spent on acquisitions, including two US footwear companies.

Mr Rubin said the group was seeking "further suitable acquisitions."

## Cantab poised for listing in London

By Richard Gourlay

**CANTAB** Pharmaceuticals, the UK bio-pharmaceutical company quoted on Nasdaq in the US, is to come to the London market through a placing or open offer likely to raise between £15m and £20m.

In July last year the company sold 1m shares at \$10 (670p) in an initial public offering, since when the stock has slipped to about \$8 in line with a fall that has hit much of the US bio-technology sector.

The company also raised \$2m through a private placing in the US earlier this year.

Mr Paul Hancock, chief executive, said it had always been the group's intention to raise money in its home market.

Like many of the bio-technology companies that have come to the market, Cantab is some way from developing a marketable drug. The candidate drug it currently believes most likely to make it to market is LM-CD45, a white blood cell modulator which it is developing in collaboration with Baxter Healthcare, the large US corporation.

The drug, if successfully developed, would be used to prevent rejection of kidneys after transplant operations and could replace the use of immuno-suppressive drugs. The product is currently in stage 2 clinical trials which means that at the earliest it will make it to market in 1997.

The three other products Cantab expects to go into clinical trials shortly would not be on the market before 1998.

The group was co-founded in 1989 by Mr Alan Munro, former head of immunology at Cambridge University. It is pursuing research in organ transplant rejection, cervical cancer, genital herpes, genital warts and inflammatory bowel disease.

In the six months to June 30 1993, Cantab lost £1.2m, compared with a deficit of £1.4m in the year to end-December. It has cash of about £8.1m.

It is expected that this year could reach £5m, producing earnings just sufficient to cover a maintained total dividend for the year of 5.5p. It is difficult, however, to envisage the share price continuing to outperform while the UK housing recovery shows little sign of spreading to other areas of construction.

## Alfred McAlpine deficit widens to £2.5m

By Andrew Taylor, Construction Correspondent

**ALFRED** McAlpine, the UK construction and building materials group, suffered an increased pre-tax deficit of £2.5m for the six months to April 30 1993.

The outcome compared with losses of £71,000 for the corresponding period.

Mr Oliver Whitehead, who was appointed chief executive in May, warned that large areas of the UK construction market remained deeply depressed.

Reports of a recovery had been greatly overstated, he said. Even if increased spending on infrastructure was approved now by government and private sector utilities, it would take several years for projects to come to fruition.

Mr Whitehead said that ministers had recently announced ambitious plans for widening motorways and improving railways but had so far not indicated where the money was coming from.

Group turnover in the first half had fallen from £250m to £241.3m. After all deductions the group incurred losses per share of 3.3p, compared with earnings of 0.2p at the corresponding stage last year. The company, however, opted to pay a maintained interim dividend of 3p.

There were some bright spots, directors said. The UK housing market had begun to recover, while construction activity was increasing in North and South Carolina, where McAlpine's US interests are mainly based.

Pre-tax profit in the US during the first half fell from £52.8m to £35.000 due to a wet winter and losses on two contracts. Profits, but for these two contracts, would have been about the same level as the previous year, said Mr Whitehead.

He expected US profits to be higher for the full year.

UK housing profits were also

expected to rise after a sharply

reduced first half loss, down

from £1.83m to £24.000. The

## Church more than doubled at £565,000

CHURCH & Co, the shoe maker and retailer, more than doubled pre-tax profits from £244,000 to £565,000 in the six months to June 30 on sales up 11 per cent to £33.1m.

The company attributed the advance to a sharply improved performance at Church Footwear and Joseph Cheaney, the UK manufacturing subsidiaries and at A Jones, which operates all the Church and Jones shops in the UK.

The situation overseas, however, continued to be difficult. The US and Canadian companies sustained losses in highly competitive trading conditions and moves were under way to strengthen Canadian management.

Profits from Belgium were marginally lower and the French retail company incurred a small loss.

The interim dividend is maintained at 3p on earnings per share of 2.5p (1.9p).

• A Jones benefited from improved trading conditions for UK shoe retailing and achieved a turnaround from losses of £26,000 to pre-tax profits of £279,000. Sales rose 8 per cent to £14.8m.

## Consumer credit boost for Cattle's

By David Blackwell

**CONTINUING** strong demand for consumer credit lifted interim profits at Cattle's Holdings.

The pre-tax outcome amounted to £9.5m compared with £6.6m.

However, under FRS 3, last year's figure was restated from the originally reported £5.2m before an exceptional gain of £1.4m from profits on the flotation of a 55 per cent stake in

Roseby's, the curtain and linen stores group.

Turnover from continuing operations rose to £98.7m, up from £94.8m.

Turnover for the consumer credit division, led by Shopcheck, the door-to-door weekly credit business, rose to £77.8m from £72.4m. Profits rose 32 per cent from £5.1m to £6.8m.

Mr Eddie Cran, chief executive, described the consumer credit division's performance as exceptionally good. He attri-

buted the profit rise to control of bad debt, containment of costs, interest rate cuts and an increased customer base.

The corporate services sector, with turnover of £7.05m (£8.2m), reduced losses from £26.000 to £19.000. Mr Cran predicted that the problems caused by recession were coming to an end, and that the division would return to the black by the end of the year.

The insurance services division reported a steep fall in

profit to £182,000 (£330,000) on turnover of £10.7m (£10.9m). Mr Cran said the division had lost clients to direct line insurers. While the group was confident of winning clients back, he forecast the results of this division to be below expectations for the year as a whole.

Earnings per share were 4.25p, compared with a revised 4.26p under FRS 3. Last time's earnings were originally 3.16p.

The interim dividend goes up to 1.9p (1.6p).

## Acquisition behind 26% advance to £1m at Bostrom

By Peter Pearce

BOSTROM, the vehicle seating and specialist engineering group, lifted pre-tax profits by 36 per cent to £1m in the six months to June 30 thanks to the acquisition in February of AJW Holdings and the turnaround to profits of its joint venture.

The improvement, from £76,000, was struck on turnover of £24.2m (£17.1m) of which AJW, a fellow automotive components maker acquired for an initial £1.75m, contributed £3.86m. Operating

profits were flat, though AJW chipped in £135,000.

Interest payable rose to £231,000 (£201,000) because of the £2m debt that AJW carried, but Bostrom benefited from a £16.000 profit (deficit £7,000) contribution from BFA UK, the joint venture making seating frames and components for Jaguar.

Mr Colin Howell, managing director, said the group had seen higher sales to both Jaguar - "admittedly from a very low base" - and Land Rover, where the Discovery had greatly increased volumes. Vol-

umes were also up at Rover and Honda and, even though they fell at Ford, Bostrom lifted its market share there.

Continental Europe was "turning the seating division, but this was compensated for by Japan, Australia and the improved UK market," said Mr Howell.

Mr Howell said that current order books were "much stronger" than they had been a year ago.

Earnings per share rose to 5.1p (4.5p) and the interim dividend is maintained at 2.5p.

## EFT achieves gain of 25% to £881,000

EFT Group, the provider of asset finance, lifted pre-tax profits by 25 per cent in the six months to June 30.

Revenue fell slightly to £3.67m (£3.7m) but the pre-tax result came out at £881,000 against £706,000.

Mr Hamish Grossart, chairman, said that trading since June 30 had continued at the buoyant levels achieved in the first half. He expected the new commercial vehicle contract hire and truck rental division to make a small contribution to second half profits.

Earnings per share rose from 1.75p to 1.79p and the interim dividend is raised to 0.46p (0.44p).

## OIL & NATURAL GAS COMMISSION BOMBAY REGIONAL BUSINESS CENTRE

OFFICE OF THE GENERAL MANAGER (MM)  
5-A, VASUDHARA BHAVAN, BANDRA(E), BOMBAY 4000 51  
TEL: 6429901/6404163, TELEX: 011-71010, FAX NO: 6400282.  
DATE: 23.08.93

### GLOBAL NOTICE INVITING TENDER

SUB : Charter hiring of one/two nos. of Multipurpose Support Vessels (Type-II) against tender no. BRBC/OBG/MAT/APT(AB)/MSV-II/204/93-94/OT-1235

- Oil & Natural Gas Commission, Bombay Regional Business Centre invites sealed bids from prospective bidders for charter hiring of one/two nos. of Type-II Multipurpose Support Vessels. Period of charter hire shall be for 2 years with ONGC having option for extension for a further period of 2 years (in the installments of one year each) on the same terms and conditions, but on the mutually agreed rates.
- Marine Experience :**  
Bidder or their back-up company must have a minimum of 3 years experience of managing/operating of dynamic positioning diving support vessel/Multipurpose Support Vessel.
- Diving Experience :**  
Bidder or their back-up company must have a minimum of 3 years experience of planning and carrying out underwater jobs as per scope of work stipulated in the tender documents.
- The closing date of the tender is 17.09.93, 1400 hrs. (IST) and tender is on sale.
- The tender documents can be purchased by paying crossed demand draft of US\$ 1,000/- or Rs. 30,000/- drawn in favour of Oil & Natural Gas Commission from Oil & Natural Gas Commission, Bombay Regional Business Centre, Ground Floor, Vasudhara Bhavan, Bandra (East), Bombay - 400 051.

## INDUSTRIVÄRDEN

INTERIM REPORT JAN 1 - JUNE 30, 1993

- Consolidated earnings after financial items but before sales of listed stocks and CPN interest totaled SEK 121 (291) for the first six months of 1993. Including sales of listed stocks, totaling SEK 309M (-52). Group earnings amounted to SEK 430M (238)
- The value of the portfolio of listed stocks on August 20, 1993, was SEK 9.7 billion, with hidden reserves totaling SEK 6 billion. Adjusted for purchase and sales, the value of the portfolio has risen by 500M.

### Industrivarden Group Income Statement January 1 - June 30, 1993

| (SEK M)  | 1993     | 1992     | 1992    |
|--|----------|----------|---------|
|  | Jan-June | Jan-June | Jan-Dec |
| Invoiced sales                                       | 5,676    | 5,542    | 10,948  |
| Manufacturing, selling and administration costs      | -5,025   | -4,862   | -9,646  |
| Operating earnings before depreciation               | 651      | 680      | 1,302   |
| Scheduled depreciation                               | -356     | -293     | -624    |
| Operating earnings after depreciation                | 295      | 387      | 678     |
| Financial income and expenses:                       |          |          |         |
| Dividend income                                      | 164      | 212      | 213     |
| Interest income                                      | 30       | 57       | 105     |
| Interest expenses (excluding CPN interest)           | -379     | -364     | -756    |
| Other financial items                                | 11       | -1       | 18      |
| Earnings after financial items                       | 121      | 291      | 258     |
| Capital gains/losses from sales of listed stocks</td |          |          |         |

## ACCOUNTANCY COLUMN

**Annual report with a difference boosts ethical approach**

Andrew Jack looks at an unconventional company which applies 'social' guidelines to its trading strategy

A HIGHLY unusual document has been circulating in the boardrooms of the FTSE 100 companies in the last few weeks. It is a plea for greater accountability and information; and its source is not a pressure group, but a rival business.

The request comes in the form of a document designed to lead by example called a "social audit". Its aim is to assess the social impact and ethical behaviour of the company in relation to its aims and those of its "stakeholders".

The 20-page glossy brochure provides background on topics such as the breakdown of costs and profits throughout the production process of some of its suppliers, and figures on the composition and salary scales of the workforce.

The source for this information is an extremely unconventional company called Traidcraft. Founded in 1976 in Newcastle upon Tyne, the business imports food, clothing and handicrafts from groups in the Third World. Its aim is to promote "fair trade" by buying at what it considers just prices from suppliers who promote social and economic development in their communities.

Some of its principles have been challenged in the last few years by a deficit which threatened its future. It has changed management and restructured with the aim of being profitable and paying dividends.

However, the new mood has not removed the directors' determination to keep sight of at least some of their radical origins. Traidcraft maintains a policy of offering the highest-paid

employees no more than three-times the wage of the lowest. Its objectives of promoting fair trade remain. Its social audit report is a development out of these concerns.

The idea of social auditing is not new. In a booklet produced earlier this year by the company in conjunction with the New Economics Foundation, an alternative economics think-tank, it lays out the history of the process in the last 20 years. The authors are Richard Evans, Traidcraft's external affairs director, and Simon Zadek from the foundation.

In 1971, there was a social audit of the Upper Clyde Shipbuilders. A number of similar assessments in the UK and US were carried out during the decade by Social Audit, established by the Public Interest Research Centre, largely without the co-operation of management.

Pressure for greater disclosure by companies developed, with guidelines from the Confederation of British Industry and limited extra disclosure requirements in successive pieces of company law covering political and charitable contributions and employee welfare.

In other countries, there has also been considerable attention paid to social accounting issues beyond the narrow confines of financial performance: companies in the Netherlands, Sweden, Germany, the US and India have produced reports.

But the authors argue that the missing ingredients have been anything systematic, comprehensive and regular. They are often focused around one particular event such as a factory closure, only consider certain products or regions, become rapidly

superficial, and typically are not independently verified. There is also no framework to help guide disclosures and make them consistent.

Traidcraft's recent efforts certainly try to address these limitations. Its first tentative steps took place last year with a document called "Towards a Social Audit". It profiled two of its suppliers, made analyses changes in its product range, made reference to market research into its mail order customers, and described its environmental impact. The full 1992-93 social audit document and process - which cost £20,000 - goes rather further. It claims its ability to maintain growth in sales and continuity of orders to help producers, the proportion of sales derived from the Third World, and shareholder participation.

The picture that emerges is not entirely positive: purchases fall from its profiled region - the Philippines - because of the UK recession, failure to generate sufficient revenues under Traidcraft's minimum target sales and inability by a supplier to deliver a promised product range. It documents concerns by some producers that the company failed to communicate sufficiently.

The report on employees raises some concerns about whether the company should pay a greater wage to those at the lower end of the salary scale, and on the ambivalence of non-Christian staff to the company's policy of only allowing Christians to sit on the board.

On environmental issues, it admits it has generally been unable to trace products to source to judge whether

they are produced sustainably. A three paragraph "auditor's report" written by the New Economics Foundation is not entirely positive. It says: "We are satisfied that the (report) ... offers an adequate basis for understanding key aspects of the social impact and ethical behaviour of Traidcraft in relation to its aims and those of its main stakeholders for the period in question."

But it goes on to endorse the need to continue to develop the social audit method, apply more specific indicators and targets, focus on the effectiveness of lobbying and education work, give further emphasis to environmental aspects and develop additional forms of social book-keeping to ease the audit.

Traidcraft admits to a number of difficulties. It stresses that the report will evolve in the future, and that only next year can it begin to assess performance. It argues that it is difficult and dangerous to quantify too far, or to add up different numbers to attempt to produce a single overall figure of social profit or loss.

There are, nevertheless, a number of weaknesses in the report. It fails on several occasions to clearly lay out its objectives and then assess them: using a graph which is all but impossible to read to highlight the growth in goods sourced from the Third World, for instance.

The report makes little attempt to justify its choice of assessment criteria or show how they are audited - though much evidence according to the "Auditing the Market" booklet is apparently to be based on discussions with staff - which does not seem appropriate for issues such as how to

assess the impact of its educational activities.

It often cites highly anecdotal evidence, such as that there has been a 60 per cent increase in the last year on the time spent visiting producers to work on product design and development. This is interesting but lacks of gathering anything available rather than systematic probing.

It raises the wider question of how far the profiles of suppliers are always likely to be self-justifying. A producer of handicrafts may sound worthy of support because it also sponsors social welfare programmes in the community. But would the money be spent more productively or efficiently given to another local group whose sole concern was these social issues?

In addition, it reflects the inadequacy of any attempts so far to meaningful define "fair trade" in any but very general terms. That will clearly hamper any efforts to genuinely assess the company's effectiveness.

More fundamentally, it highlights the fact that even the highly unusual shareholder base is apathetic and happy to let the company do its work. Without active discussion of its objectives, how can Traidcraft effectively debate what its ethical and social priorities should be?

Given the difficulties in yet refining its own methodology, let alone its rather unusual shareholder profile, it is also difficult to see many other companies following Traidcraft's lead in the short-term: welcome though that would certainly be.

*\*Auditing the Market, by Simon Zadek and Richard Evans. Traidcraft Exchange, Kingsway, Gateshead NE1 0NE. £2.50*

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For an informal discussion of this position please contact: Nicky Cooper, Director of Finance, 51 Vincent Square, London, SW1. Tel: 081-746 6804.

For an application form and information pack please contact: Recruitment Services, Personnel Department, 4 Callingham Gardens, London, SW5 0HR. Tel: 081-846 0651 (24 hour application line). Please quote ref: SM/50.

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If you feel that your background and experience meet the requirements of this challenge, please forward your CV to: John Langford, Confidential Replies Manager, TCS Advertising, 35 Garway Road, London W2 4QF. Tel: 071 243 1176 Fax: 071 243 0060.

Please state any companies to whom you do not wish your details to be provided.

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Additionally you will negotiate terms and establish external relationships necessary to support our financial operations within these new countries.

To meet this demanding challenge, you should be a chartered accountant with a minimum of seven to ten years' relevant experience in financial accounting and reporting including direct supervision of the accounting department. You should also be skilled in building and developing staff, managing the change process required through rapid growth and establishing efficiency in work practices. Strategic and conceptual fluency must be backed by analytical and problem-solving skills. A knowledge of a second European language is desirable.

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**London**

Our client is a well established Spanish bank, with a position of high standing in commercial banking. Their plans to extend further this successful business by the establishment of a London office are well advanced. The next stage is to appoint a Chief Operating Officer, who will then have an opportunity to understand the business of the parent bank and contribute from the outset both to the development of the strategy and the selection of staff.

Reporting to and working closely with the General Manager, you will be directly responsible for the establishment and overall administration of the London Branch, with the main focus initially being on the foundation of strong internal controls and a tightly managed, effective back office. Additional responsibilities will be: establish operational management which provides quality service to clients, develop and establish effective information and management reporting; conceive and implement appropriate IT; represent the Bank at meetings with the regulatory authorities; provide clear, original and determined leadership. These require respectively: proven banking skills; clarity in defining the required information and reports; rigorous numerical analysis; enthusiasm for a start-up situation; demonstrable leadership skills.

Please send a summary of how you match this requirement, with a curriculum vitae and salary details quoting Reference PD470 to Peter Dell at Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

**ERNST & YOUNG**

Candidates should be graduate, experienced bankers with an in-depth knowledge of finance and operations, preferably with previous experience of a start-up. Professional skills should include the overall development and effective operation of business led IT, familiarity with regulatory authorities, commercial acumen, preferably knowledge of IBIS; personal qualities will include persuasive communication, secure accuracy under pressure, absolute mutual trust, resilient enthusiasm and an open, confident management style. An ability to speak Spanish and a further European language would be an advantage.

This very stimulating and new role will appeal to candidates who seek comprehensive management responsibility in a market led European banking business. Consequently candidates will also be sought through executive search.

Please send a summary of how you match this requirement, with a curriculum vitae and salary details quoting Reference PD470 to Peter Dell at Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

**DERIVATIVES ANALYST**

**Salary and benefits will be highly competitive**

Our client is a leading international investment bank expanding in the fixed income structured products area. A position has arisen for a derivatives analyst who must be able to respond quickly and positively to a variety of trading situations. Located in London within the structured products trading team, the ideal candidate will hold a first degree plus a post graduate qualification in a strongly quantitative discipline (i.e. Mathematics, Physics or Statistics). Previous experience in the valuation and risk management of exotic fixed income derivatives is preferred, but not essential.

Please contact Ron Bradley on 071-623 1266.

Jonathan Wren & Co. Limited, Financial Recruitment Consultants  
No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

**MANAGING A PROFESSIONAL TEAM IN FINANCIAL SERVICES CONSULTANCY****Kent, Sussex and Hampshire**  
**£30,000 + car + bonus + benefits**

This is an opportunity to use your management skills in a new and stimulating context by leading a 10-strong team of highly motivated personal financial planning consultants.

Clerical Medical Investment Group is a premier financial services organisation which offers investments, pensions, unit trust and life assurance products. In a new initiative to enhance our service, we are recruiting consultants solely from professional backgrounds and training them to offer expert financial planning advice to our professional customer base. Long-term mutually beneficial customer relationships are the guiding principle of this move; leads are generated from a central source and rewards are based on team effort and quality of service. As you can see, integrity is the watchword for all our business transactions.

Success in this role depends on sound management ability. Aged at least 40, you will have a track record of success in

managing professional people in a co-operative and non-coercive way. Coaching, counselling, advising and motivating your team will be central to the role, as will your skill in analysing performance figures and solving problems. A convincing communicator, you will be able to demonstrate a high level of maturity and personal authority, along with sensitivity and patience. To be eligible for consideration you must hold a recognised professional qualification and be able to demonstrate a readiness to acquire new knowledge. Your commitment to integrity and quality will be matched by your drive and organisational skills to ensure that our professional standards are maintained. We are not seeking candidates with a financial services direct selling background.

A generous basic salary of £30,000 is offered in addition to a quality bonus. The remainder of the rewards package includes immediate mortgage subsidy, non-contributory staff superannuation scheme, BUPA and company car.

To progress your application please contact Sophie Bindloss or Nick Morgan on 0275 553939 between 0900 and 1830 Monday to Friday.

**Clerical Medical**  
INVESTMENT GROUP  
THE CHOICE OF THE PROFESSIONAL

**PA Consulting Group**  
Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

**Medium Term Note Sales**

A unique opportunity to participate in the expansion of this major investment bank's MTN activities. The successful candidate will join a team of professionals covering fixed income and swapped products, with particular emphasis in vanilla and structured MTN and asset swap placement.

A strong technical ability, proven sales and distribution capability are required. European languages would be advantageous. The position will suit a highly motivated individual, able to use their own initiative and looking for a challenging environment.

A highly competitive remuneration package will be available to the right candidate who should have at least 2 years' capital markets sales experience.

Applicants should write enclosing a full cv to:  
Carol Fryer, Personnel Manager,  
Markets Division,  
Barclays de Zoete Wedd Limited,  
Elbgate House,  
2 Swan Lane,  
London, EC4R 3TS.

**CAPITAL MARKETS MEXICO DESK**

Our client, one of the leading European players in the area of emerging markets, is looking to expand its Latin American team in London with the recruitment of an Assistant Director.

The chosen candidate will ideally be a graduate in his or her early to mid 30s, with a strong banking background and a minimum of three years' specialisation in Mexican merchant banking. A solid background in bank credit, an analytical mind, comprehensive knowledge of the Mexican debt and equity markets, together with fluency in Spanish are prerequisites.

As deputy to a London based director, the successful candidate will be responsible for structuring and arranging new issue and other fee generating transactions.

The position provides a highly competitive salary and benefits package, including significant bonus potential. Prospects for further career advancement within the company are excellent.

Please reply, in absolute confidence, to Neil Salt, quoting reference NAS2134.

**Salt Chapman**  
Associates  
International Search and Selection  
Princes House, 36 Jermyn Street.  
London SW1Y 6DT.  
Tel: 071-434 1319. Fax: 071-434 0835.

**OPTIONS TRADER**

An International Securities House is currently expanding its Derivatives Division and now seeks to recruit a skilled Options Trader, to act as Floor Manager and participate in the development of new Options products.

Candidates must hold a strong Mathematical or Statistics based degree and have received formal training in market volatility concepts and theoretical pricing models. Candidates must have at least two years relevant experience in Options trading and sound knowledge of the relationship between futures and options and options book management. Experience must have been gained in an international organisation. Candidates should also have a well established network of international contacts to enable exchange of ideas and gathering of information on global options markets activities.

The successful applicant will be responsible for developing new and innovative techniques in options trading, respecting the overall strategy of the company. He/she will manage a team of junior traders and floor clerks and be responsible for training, developing and motivating junior staff. Previous experience in this area would be an advantage. Responsibilities will also encompass compliance with all regulations relating to floor trading and ensuring the Floor team act in a professional way to represent the reputation and good name of the company. The successful candidate will act as the main link between the floor and the in-house Risk Manager. In return an exciting opportunity is offered to assist in the development of a relatively new venture and play a significant part in establishing the company as a major participant in the Options Market.

To apply in the first instance send your c.v. and short covering letter for the attention of: David Miller, quoting reference 13989C.

**Miller Leake**  
ADVERTISING

4th Floor, Harling House,  
47-51 Great Suffolk Street, London SE1 0BS

**INVESTORS CHRONICLE****EUROPEAN EDITOR**

We are looking for a European investment specialist to run a two person team. He/she would be responsible for a section of the magazine discussing all aspects of investment in Europe for the private investor. This includes:

- ★ analysis of individual European stockmarkets
- ★ advice on unit and investment trusts
- ★ direct investment in individual major quoted European companies.

The successful candidate should have fluent business German or French. He/she is likely to be working in the European research department of a stockbroker, managing funds investing in Europe or have relevant journalistic experience.

Applications plus curriculum vitae to:

The Editor,  
Investors Chronicle  
Graystone Place, Fetter Lane, London EC4A 1ND

**DIRECTOR  
INVESTMENT CONSULTANCY**

US-based investment and financial consulting firm working with charities, pension funds and wealthy families, seeks a senior level consultant to open a London office, provide overall management and direction of the office, work with clients, and market to prospective UK and European clients. Working in conjunction with the US operation, the senior consultant will advise clients' boards and senior executives on issues related to investment policy (asset allocation, investment manager selection, portfolio analysis), investment performance measurement, Capital Budgeting, forecasting, risk assessment, knowledge of investment management theory and practice including a thorough understanding of UK capital markets and investment managers, strong analytical skills (both conceptual and quantitative), excellent writing ability (sample required), and excellent oral and presentation skills. Compensation consistent with level of position.

Apply in writing to Box B1645, Financial Times,  
One Southwark Bridge, London SE1 9HL.

**FLEMINGS****HEAD OF SMALLER COMPANIES INVESTMENT TEAM**

An opportunity has arisen within Fleming Investment Management for a specialist U.K. smaller companies investor. As well as managing a small team, responsibilities will include:

- Managing existing and developing new portfolios
- Marketing Flemings' capabilities in this area
- Building on the existing performance record

Candidates must have a proven success record with at least 3 years' experience in this sector in order to meet the demands of this outstanding opportunity. Enthusiasm, professionalism and excellent communications skills are essential.

Please write to the address below enclosing a C.V. which shows your achievements and gives details of your current remuneration.

Angela Denney,  
Personnel Manager,  
ROBERT FLEMING & CO. LIMITED,  
25 Copthall Avenue, London EC2R 7DR.

**Swaps  
Marketeers**  
Investment Banking - Europe

Scotiabank, a major Canadian Bank seeks two experienced Swaps Marketeers. The appointees will be marketing Interest Rate and Cross Currency Swaps, together with Interest Rate Options.

Candidates must be degree educated and highly numerate. They should have sound experience of and contacts in the respective market place and are unlikely to have less than 2/3 years' relevant experience with an active Swaps House. Fluency in either German, Spanish or Italian is essential.

Salary is negotiable with an excellent benefits package.

Please forward full career details to Mrs Gillian Harris, Senior Manager Personnel, The Bank of Nova Scotia, Scotia House, 33 Finsbury Square, London EC2A 1BB.



**Scotiabank**

**Non-Executive Director****Midlands Based**

An internationally known, medium size plc wishes to appoint a second non-executive director.

The requirement is for a Director with an accounting qualification and familiarity with the marketing of nationally branded consumer durable products.

The role calls for integrity and proven commercial judgement, stemming from at least ten years experience as a board member of a public company.

Interested applicants should forward a C.V. to:

McConnell's Recruitment Advertising  
49 Uttoxeter New Road, Derby DE22 3NL.  
Applications will be passed only to our client.









## FT MANAGED FUNDS SERVICE

• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4376 for more details.

AUTHORISED  
UNIT TRUSTS

All unit trust managers listed below are authorised by the Financial Services Authority.

ABG Unit Trust Managers Ltd (1000F)

SI General Inv. Fund - 1000F

ABG Income Acc. - 1000F

ABG Growth Equity - 1000F

ABG Bond Fund - 1000F

ABG Bond Fund Int'l - 1000F

ABG Bond Fund - 1000F

• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4378 for more details.

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| <b>Single &amp; Friendster UT Mgmt Ltd (1000F)</b> |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| Standard & Poor's                                  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Smith & Wollensack                                 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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**MANAGED FUNDS NOTES**

Funds are at par value unless otherwise indicated and there is no premium or discount. Funds are not registered as investment companies. Prices of certain older paper funds are based on the last known price quoted by the manager. The manager of the Fund is not a member of the New York Stock Exchange. The manager of the Fund is not a member of the American Stock Exchange. The manager of the Fund is not a member of the National Association of Securities Dealers. The manager of the Fund is not a member of the New York Mercantile Exchange. The manager of the Fund is not a member of the Chicago Mercantile Exchange. The manager of the Fund is not a member of the Chicago Board of Trade. The manager of the Fund is not a member of the New York Futures Exchange. The manager of the Fund is not a member of the New York Options Exchange. The manager of the Fund is not a member of the New York Commodity Exchange. The manager of the Fund is not a member of the New York Stock Exchange. The manager of the Fund is not a member of the American Stock Exchange. The manager of the Fund is not a member of the National Association of Securities Dealers. The manager of the Fund is not a member of the New York Mercantile Exchange. The manager of the Fund is not a member of the Chicago Mercantile Exchange. The manager of the Fund is not a member of the Chicago Board of Trade. The manager of the Fund is not a member of the New York Futures Exchange. The manager of the Fund is not a member of the New York Options Exchange. The manager of the Fund is not a member of the New York Commodity Exchange.

## CURRENCIES, MONEY AND CAPITAL MARKETS

### FOREIGN EXCHANGES

#### Dollar falls on rate news

**THE DOLLAR** and European currencies weakened against the D-Mark in European trading yesterday after the Bundesbank surprised dealers by keeping its official interest rates unchanged, writes James Blitz.

Expectations had been for a cut of up to 1% a percentage point in the discount rate, which sets the floor for all German money market rates.

The decision not to cut led to a slight firming in the D-Mark's value against most currencies in thin trading. But there was a strong impression that European currencies could start to show a clearer trend against the D-Mark when foreign exchange volumes pick up at the start of next week.

In Europe, the Bundesbank announcement pushed the franc below the FF130 level in mid-afternoon after it had closed on Wednesday night at FF134.270. It later closed at FF135.500. One analyst said that France's unemployment figures for July, due on Monday, would be important in determining how much pressure the currency market must put on the Bank of France to cut rates.

The Danish krone was also weaker, closing at DKK1.125.

#### £ IN NEW YORK

|           | Last           | Previous Close |
|-----------|----------------|----------------|
| 6 Sept.   | 1.1525 -1.1518 | 1.1410 +1.1404 |
| 1 month   | 0.94 -0.93     | 0.85 +0.84     |
| 3 months  | 1.05 +0.57     | 1.01 +0.00     |
| 12 months | 1.25 -0.25     | 1.25 +0.00     |

Forward premiums and discounts apply to the US dollar.

#### STERLING INDEX

|                   | Aug 26   | Day's | Prev close |
|-------------------|----------|-------|------------|
| US                | -0.5     | -0.5  | -0.5       |
| Canada            | -0.5     | -0.5  | -0.5       |
| Australia         | -0.5     | -0.5  | -0.5       |
| Switzerland       | -0.5     | -0.5  | -0.5       |
| Denmark           | -0.5     | -0.5  | -0.5       |
| D-Mark            | -0.5     | -0.5  | -0.5       |
| Spain             | -0.5     | -0.5  | -0.5       |
| Portugal          | -0.5     | -0.5  | -0.5       |
| French Franc      | -0.5     | -0.5  | -0.5       |
| Italian Lira      | -0.5     | -0.5  | -0.5       |
| Dutch Guilder     | -0.5     | -0.5  | -0.5       |
| Belgian Franc     | -0.5     | -0.5  | -0.5       |
| Swiss Franc       | -0.5     | -0.5  | -0.5       |
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| Swiss Franc       | -0.5     | -0.5  | -0.5       |
| Spanish Peseta    | -0.5     | -0.5  | -0.5       |
| Portuguese Escudo | -0.5     | -0.5  | -0.5       |
| French Franc      | -0.5</td |       |            |



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*Perrier DURR*

DSC Comra 6223089 USG<sup>1/4</sup> 625<sub>8</sub> 637<sub>8</sub> -1<sup>1/2</sup>

Dahlberg 0.12 28 2100 21<sup>1</sup><sub>4</sub> 20<sup>3</sup><sub>4</sub> 20<sup>4</sup><sub>4</sub>  
 Dart Group 0.13 83 2100 189 83 85<sup>1</sup><sub>2</sub> +1<sub>3</sub>  
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Int Res 0.04 25 5 27 23 24  
Int Total 86 146 77 71 73

Invacare 0.01 16 570 22 $\frac{3}{4}$  22 $\frac{1}{4}$  22 $\frac{3}{8}$   
Iomega CQ 30 259 3 $\frac{3}{4}$  3 $\frac{7}{16}$  3 $\frac{3}{8}$

|          |     |     |                 |                  |                  |                  |
|----------|-----|-----|-----------------|------------------|------------------|------------------|
| Petrolia | 112 | 18  | 137             | 39 $\frac{3}{4}$ | 32 $\frac{1}{4}$ | 32 $\frac{1}{2}$ |
| Pharmacy | 26  | 145 | 7 $\frac{1}{2}$ | 6 $\frac{1}{4}$  |                  |                  |

|          |      |     |      |      |     |
|----------|------|-----|------|------|-----|
| Pharmacy | 26   | 143 | 1.2  | 0.4  | 7   |
| ProPatch | 15   | 155 | 4.8  | 4.5  | 4.9 |
| Picardil | 0.48 | 4   | 10.5 | 91.2 | 10  |

- X - Y - Z -

|     |            |        |     |        |        |
|-----|------------|--------|-----|--------|--------|
| +1% | Aero       | 32,555 | 22  | 32     | 31     |
| +1% | Noma Corp. | 37,326 | 7   | 6 1/4  | 6 1/4  |
| +1% | Yellow Fr. | 194,15 | 856 | 22 1/2 | 21 1/4 |

## AMERICA

## Dow slips from peak on early profit-taking

## Wall Street

US stock markets slipped from their record highs yesterday morning on heavy profit-taking, particularly in secondary stocks, writes Patrick Harceron in New York.

At 1pm, the Dow Jones Industrial Average was down 8.11 at 3,643.98. The more broadly based Standard & Poor's 500 was 0.52 easier at 459.61, while the American SE composite was 1.21 lower at 453.21. For the second consecutive day, the Nasdaq composite underperformed the rest of the markets, relinquishing 4.69 to 723.97. Trading volume on the New York SE came to 134m shares by 1pm.

After posting a 45-point advance over the previous two trading days, no one was surprised yesterday morning when the equity markets failed to build on those gains. All year, profit-takers have been ready to move in every time stocks have reached record highs.

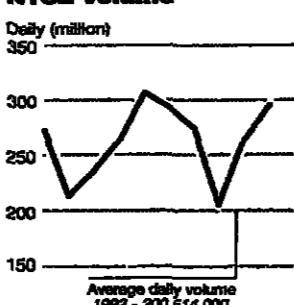
The day's economic news – an 8,000 rise in weekly initial jobless claims – had little impact upon the markets, although the data suggested that conditions in the labour market remained weak. Bond prices were higher, pushing long-dated yields to new record lows; but this was also shrugged off by equity inves-

tors.

Buyers sought out certain sectors, and continued to rotate between cyclical, consumer, cars, pharmaceutical, technology, transportation, and oil stocks.

Drug stocks were among the leaders. Pfizer climbed \$1% to \$63.70. Bristol Myers-Squibb put on \$1 at \$55.70. Schering Plough

## NYSE volume



added \$3% at \$80.00, and Merck rose \$3% to \$32.20.

Selected oil stocks were also in demand. Exxon firmed \$4 to \$85.70, Texaco rose \$4 to \$85.70, Mobil added \$4% at \$78.70 and British Petroleum ADRs climbed \$1% to \$58.50.

Cyclical stocks eased with the wider market. Caterpillar dropped \$4% to \$82. International Paper slipped \$4% to \$67.50, and General Electric fell

\$1 to \$88. Car stocks, however, were firmer, led by General Motors, which rose \$1 to \$47.70. Certain technology stocks were also out of favour: Compaq fell 1% to \$52.40, Motorola \$1% to \$93.90 and Texas Instruments \$2 to \$80.00.

Disappointment that Philip Morris did not raise its dividend continued to hurt the stock, which fell 1% to \$47.60.

Since the beginning of the year, noted Mr Edwards, shares on the continent have risen by 25 per cent, against 5 per cent for the US. However, he said, US earnings are already some 25 per cent off their lows; earnings surprises so far in 1993 have been on the upside; and, on KB's valuation ratios, US equities now look cheap to fair value.

FRANKFURT weakened both during market hours, losing hope about interest rates as the DAX index closed 16.63 lower at 2,173.61, and in the post-bourse when the DAX dropped another 1.23.

TORONTO fell back in morning trading as investors took profits following recent strong gains, the index having reached a record high on Wednesday.

By noon the TSE-300 compos-

ite index was down 20.31 at 4,102.61 in volume of 25m shares. Among the sub-indexes, financial services was off 20.61 at 3,042.07 and metals and minerals fell 36.73 at 3,102.50.

Actives included Bombarier, up C\$4% at C\$14.20, and Placer Dome, off C\$4% at C\$27.70.

Drug issues were firm, led by Tanabe Seiyaku which gained Y10 at Y130 on recommendations from a Japanese broker.

Yamanouchi Pharmaceutical and Sankyo both rose Y20 to Y2,400 and Y2,450 respectively.

Hopes of government deregulation of the transportation industry supported warehouse Mitsubishi Warehouse and Transportation appreciated Y60 to Y80 while Mitsui Soko advanced Y15 to Y90.

Telecommunications-related issues posted further gains on hopes of government assistance for the country's telecom infrastructure. Nippon Telegraph and Telephone climbed Y5,000 to Y93,000 and Fujitsu the day's most active stock, rose Y6 to Y77.

Insurers were subjected to profit-taking. Tokio Marine & Fire dipped Y10 to Y11.

In Osaka, the OSE average added 50.29 at 22,505.56 in volume of 55.6m shares.

## Roundup

THREE NEW highs, and a recovery in Hong Kong, adorned a strong region.

HONG KONG's turnover was still thin, down from HK\$3.73bn to HK\$3.36bn, as the Hang Seng index improved 183.50 to 7,449.08 after a fall of some 300 points from its record close a week earlier.

HSBC weakened in recent days by disappointing results from its Hang Seng Bank subsidiary, topped the actives list and recovered HK\$3 to HK\$85.50. Hang Seng Bank rose HK\$1.50 to HK\$65.50.

After the close, Swire Pacific reported a drop in interim profits. This took the market down

about 70 points in London, but it ended only 25 lower after news of a land reclamation project.

SINGAPORE's Straits Times Industrial index finished 34.10 up at a record high of 2,010.19, driven by institutional buying of index-linked stocks. Volume here rose from 263.06m to 277.28m shares.

KUALA LUMPUR peaked for the same reason, the KLCI composite index closing 6.06 ahead at 811.79 for its second consecutive 1993 high.

JAKARTA soared to a new peak, the JKSE index ending 7.07 stronger at 405.56. Astra International led the rise, driving Rp1,500 to Rp17,500 in moderate volume on bullish speculation about its results, and on rights issue rumours.

AUSTRALIA decided that it liked Wednesday's News Corp results after all, and the shares rose 33 cents to A\$9.85 as the All Ordinaries index advanced 1.83 to 1,941.30. Turnover was A\$478.2m. Market leader BHP moved up 20 cents to A\$15.78.

BANGKOK saw active buy-

ing of banks as interest shifted from speculative towards fundamental attractions. The SET index put on 9.44 at 961.77 in turnover of just under BT\$bn.

KARACHI declined on news of US sanctions against Pakistan and China over alleged arms-control violations, the KSE index finishing 10.39 lower at 1,315.65, after touching 1,308.61.

SEOUL moved against the trend with its fourth consecutive loss, the composite index weakening 9.36 to 685.74 in an atmosphere of depressed inertia. Turnover dropped from Won256.8bn to Won212.2bn.

## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

| NATIONAL AND REGIONAL MARKETS | WEDNESDAY AUGUST 25 1993 |                      |                            |              | TUESDAY AUGUST 24 1993 |                            |                         |                      | DOLLAR INDEX               |              |             |                            |              |             |                         |
|-------------------------------|--------------------------|----------------------|----------------------------|--------------|------------------------|----------------------------|-------------------------|----------------------|----------------------------|--------------|-------------|----------------------------|--------------|-------------|-------------------------|
|                               | US<br>Dollar<br>Index    | Day's<br>Change<br>% | Pound<br>Sterling<br>Index | Yen<br>Index | DM<br>Index            | Local<br>Currency<br>Index | Gross<br>Prod.<br>Index | US<br>Doll.<br>Index | Pound<br>Sterling<br>Index | Yen<br>Index | DM<br>Index | Local<br>Currency<br>Index | 1992<br>High | 1992<br>Low | Year<br>ago<br>(approx) |
| Australia (69)                | 145.42                   | +0.9                 | 145.49                     | 96.43        | 127.62                 | 143.68                     | -0.1                    | 144.10               | 142.76                     | 94.46        | 125.98      | 143.86                     | 117.39       | 123.36      | 146.76                  |
| Austria (17)                  | 169.11                   | +0.0                 | 169.12                     | 112.14       | 148.41                 | 148.57                     | +0.8                    | 169.05               | 167.52                     | 110.64       | 147.82      | 147.68                     | 189.29       | 131.16      | 146.76                  |
| Belgium (42)                  | 149.50                   | -0.8                 | 149.51                     | 98.92        | 131.20                 | 131.43                     | +0.3                    | 149.25               | 149.25                     | 98.75        | 131.70      | 131.52                     | 156.76       | 131.19      | 144.22                  |
| Canada (10)                   | 149.50                   | +0.1                 | 149.51                     | 98.92        | 131.20                 | 131.43                     | +0.3                    | 149.25               | 149.25                     | 98.75        | 131.70      | 131.52                     | 156.76       | 131.19      | 144.22                  |
| Denmark (33)                  | 220.59                   | -0.7                 | 220.60                     | 146.27       | 183.59                 | 207.24                     | -0.5                    | 149.09               | 220.07                     | 145.57       | 194.14      | 208.18                     | 227.15       | 185.11      | 222.22                  |
| Finland (23)                  | 111.84                   | -2.3                 | 111.84                     | 74.18        | 98.15                  | 137.28                     | +1.3                    | 112.88               | 111.38                     | 75.02        | 100.05      | 135.15                     | 118.56       | 85.50       | 80.00                   |
| France (97)                   | 165.50                   | +1.5                 | 165.51                     | 109.74       | 145.23                 | 152.13                     | +1.6                    | 163.00               | 161.69                     | 106.84       | 142.48      | 149.70                     | 167.23       | 156.23      | 165.57                  |
| Germany (60)                  | 123.42                   | +0.5                 | 123.42                     | 81.89        | 108.31                 | 108.31                     | +0.9                    | 122.78               | 121.61                     | 80.49        | 107.33      | 107.33                     | 124.94       | 101.59      | 114.42                  |
| Hong Kong (65)                | 280.97                   | +0.5                 | 280.98                     | 122.45       | 202.00                 | 202.00                     | +0.5                    | 280.98               | 280.98                     | 122.45       | 218.24      | 218.24                     | 280.98       | 122.45      | 280.98                  |
| India (19)                    | 189.35                   | -0.4                 | 189.36                     | 112.29       | 148.61                 | 171.42                     | +0.8                    | 189.35               | 170.01                     | 188.43       | 111.44      | 170.82                     | 171.96       | 128.29      | 157.26                  |
| Italy (70)                    | 77.18                    | +0.5                 | 77.18                      | 51.16        | 67.71                  | 92.04                      | +0.6                    | 77.18                | 76.81                      | 76.10        | 50.35       | 67.15                      | 71.16        | 53.78       | 63.86                   |
| Japan (470)                   | 158.17                   | -0.7                 | 158.18                     | 103.88       | 137.07                 | 103.56                     | +0.5                    | 158.00               | 157.28                     | 103.08       | 137.49      | 103.08                     | 165.91       | 100.75      | 102.36                  |
| Malaysia (69)                 | 382.77                   | +0.3                 | 382.78                     | 79.79        | 253.98                 | 375.91                     | +0.3                    | 382.71               | 378.16                     | 79.79        | 250.20      | 332.68                     | 382.77       | 251.68      | 228.43                  |
| Mexico (26)                   | 170.00                   | +0.1                 | 170.01                     | 104.07       | 159.00                 | 159.00                     | +0.9                    | 170.00               | 170.00                     | 103.90       | 157.50      | 159.00                     | 171.00       | 120.20      | 147.00                  |
| Northern Ireland (24)         | 181.12                   | +0.5                 | 181.13                     | 120.10       | 156.95                 | 156.95                     | +0.9                    | 181.12               | 178.48                     | 18.09        | 157.50      | 181.12                     | 182.30       | 185.27      | 185.27                  |
| New Zealand (13)              | 81.77                    | +0.0                 | 81.77                      | 40.98        | 54.21                  | 58.81                      | +0.9                    | 81.79                | 81.78                      | 61.21        | 54.01       | 54.01                      | 62.58        | 40.56       | 42.11                   |
| Norway (22)                   | 170.62                   | +0.5                 | 170.63                     | 113.14       | 149.74                 | 169.69                     | +1.0                    | 170.61               | 168.14                     | 111.25       | 148.37      | 167.98                     | 177.91       | 137.71      | 140.28                  |
| Singapore (38)                | 280.97                   | +0.5                 | 280.98                     | 122.45       | 202.00                 | 202.00                     | +0.5                    | 280.98               | 280.98                     | 122.45       | 206.53      | 206.53                     | 281.13       | 207.04      | 192.25                  |
| South Africa (60)             | 149.50                   | +0.5                 | 149.51                     | 131.16       | 173.59                 | 173.51                     | +0.4                    | 149.50               | 149.50                     | 130.53       | 180.35      | 180.35                     | 187.52       | 132.29      | 149.50                  |
| Spain (43)                    | 137.52                   | +0.9                 | 137.53                     | 91.16        | 120.88                 | 141.09                     | +1.3                    | 137.44               | 136.30                     | 98.35        |             |                            |              |             |                         |